

Municipality of North Cowichan

Special Committee of the Whole

AGENDA

Tuesday, November 23, 2021, 6:00 p.m.

Electronically

Pages

1. CALL TO ORDER

This meeting will be conducted by video conference using the Cisco Webex platform. This meeting, though electronic, is open to the public and will be streamed live and archived for viewing on demand at www.northcowichan.ca.

Anyone wishing to participate in the meeting, during the 'Public Input' and 'Question Period' portions of the agenda, may do so electronically by joining the meeting using:

- a computer, smartphone, or tablet. Please visit northcowichan.ca/virtualmeeting for instructions on how you can connect to this meeting.
- a telephone, dial 1.844.426.4405, enter the meeting ID 2455 122 5254, and then press # to join the meeting.

2. APPROVAL OF AGENDA

Purpose: To consider any items of business not included in the Agenda, that are of an urgent nature, must be introduced and approved at the time the agenda is adopted. Matters must be taken up in the order that they are listed unless changed at this time.

Recommendation:

That the agenda be adopted as circulated [or as amended].

3. PUBLIC INPUT

Public Input is an opportunity for the public to provide their feedback on matters included on the agenda. The maximum number of speakers to be heard during the public input period is limited to five, with a maximum of three minutes allotted to each speaker. To be added to the speakers list, please:

- click on the 'raise your hand' button, if participating by computer, smartphone, or tablet, or
- dial *3 on your phone

4. REPORTS & PRESENTATIONS BY STAFF

4.1. Presentation of Departmental Business Plans

Purpose: To discuss with Council the proposed 2022 business plans for the Office of the Chief Administrative Officer, Human Resources and Corporate Planning, Financial Services, North Cowichan/Duncan RCMP Detachment, Information Management and Information Technology, Operations, and Parks and Recreation; the annual business plans support Council's impending budget 2022 deliberations and demonstrate how each service area proposes to operationalize Council's Strategic Plan, and other Master Plans of Council, consistent with Council's Strategic Plan Administration Policy.

- | | |
|---|-----------|
| 4.1.1. Introductory Business Plan Presentation | 4 - 27 |
| <u>Purpose:</u> Presentation by Acting General Manager, George Farkas. | |
| 4.1.2. Office of the Chief Administrative Officer Business Plan Presentation | 28 - 54 |
| <u>Purpose:</u> Presentation by the Chief Administrative Officer, Ted Swabey. | |
| 4.1.3. Human Resources and Corporate Planning Business Plan Presentation | 55 - 80 |
| <u>Purpose:</u> Presentation by Acting Director of Human Resources and Corporate Planning, Marla Laycock. | |
| 4.1.4. Financial Services Business Plan Presentation | 81 - 96 |
| <u>Purpose:</u> Presentation by Chief Financial Officer, Talitha Soldera. | |
| 4.1.5. North Cowichan/Duncan RCMP Detachment Business Plan Presentation | 97 - 112 |
| <u>Purpose:</u> Presentation by North Cowichan/Duncan RCMP Detachment Inspector, Chris Bear. | |
| 4.1.6. Information Management and Information Technology Business Plan Presentation | 113 - 132 |
| <u>Purpose:</u> Presentation by Chief Information Officer, Jason Birch. | |
| 4.1.7. Operations Business Plan Presentation | 133 - 167 |
| <u>Purpose:</u> Presentation by Director of Operations, Shawn Cator. | |
| 4.1.8. Parks and Recreation Business Plan Presentation | 168 - 198 |
| <u>Purpose:</u> Presentation by Director of Parks and Recreation, Don Stewart. | |

5. NEW BUSINESS

6. QUESTION PERIOD

Question Period is an opportunity for the public to ask brief questions regarding the business discussed during the meeting. To be added to the speakers list, please:

- click on the 'raise your hand' button, if participating by computer, smartphone, or tablet, or
- dial *3 on your phone

7. ADJOURNMENT



PURPOSE OF THE PLANS

Council Strategic Plan Administrative Policy: 3.6 Implementation of Council Strategic Plan

- Divisions/Departments required to develop annual Business Plans as part of the Budget process
 - identifies Council's Strategic Plan projects related to that Division/Department
 - includes timeframe when projects will commence
- As part of the budget process, Chief Administrative Officer to bring forward operational resource requests required to implement Council's Strategic Plan projects

WHAT ARE DEPARTMENTAL BUSINESS PLANS?



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BUDGET 2022 PRESENTATION SCHEDULE

DATE	MEETING TOPICS
November 23, 2021	Special COW - Department Business Plan Presentations
November 30, 2021	Special COW - Department Business Plan Presentations
December 14, 2021	Special COW - Presentation of Five Year Financial Plan and Proposed Capital Plans
January 11, 2022	Grant in Aid and Utility Rate Review
February 2, 2022	Council Meeting – Financial Plan Bylaw (3 readings)
February 16, 2022	Council Meeting – Financial Plan Bylaw adoption

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BUSINESS PLAN PRESENTATIONS

November 23, 2021

- Office of the Chief Administrative Officer
- Human Resources and Corporate Planning
- Financial Services
- North Cowichan/Duncan RCMP Detachment
- Information Management / Information Technology
- Operations
- Parks and Recreation

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BUSINESS PLAN PRESENTATIONS

November 30, 2021

- Engineering
- Environmental Services
- Fire and Bylaw Services
- Forestry
- Planning and Building

CONTENTS OF THE PLANS

Items for information

- Organizational Structure
- Staffing Levels
- Department Focus / Core Business / Summary of Key Services
- Departmental statistical data, where applicable
- Key performance indicators

CONTENTS OF THE PLANS

Items to be presented

- Departmental Deliverables
 - Key Actions / Projects
 - Start Date
 - Strategic Alignment
- Operating Budget – Supplemental Budget Request(s)
- Operating Budget(s)
- Climate Emergency Priorities

2022 BUSINESS PLANNING PROCESS



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2022 BUSINESS PLANNING PROCESS

KEY STEPS UNDERTAKEN

1. Incorporating Council Strategic Plan and 2021 resolutions of Council directing new work
2. Operationalizing direction from Council regarding 2022 budget deliberations
 - Returning to sustainable tax with steady increases each year
 - Leveraging existing capital by supplementing it with grant funding for eligible projects
 - Gradually phasing capital back in over the next few years (2022-2025)

2022 BUSINESS PLANNING PROCESS

KEY STEPS UNDERTAKEN

3. Continued consideration of Council's 2019 acknowledgement of a climate emergency, and prioritization of work toward climate adaption, mitigation and resilience and advancing Climate Action and Energy Plan corporate emission reductions.
4. Departmental and Corporate Planning review of all Projected Business Plan Deliverables
 - inclusion of any new actions/projects which have been identified
 - updates (as needed) to any actions/projects which are ongoing, deferred or have not yet commenced

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2022 BUSINESS PLANNING PROCESS

KEY STEPS UNDERTAKEN

5. Environmental Review
 - Review of draft plans by Environmental Services to ensure all actions/projects have been vetted from a climate action/environmental perspective
6. Human Resources and Corporate Planning review
 - Review and update of organizational structure / staffing level information

2022 BUSINESS PLANNING PROCESS

KEY STEPS UNDERTAKEN

8. Financial Services Review
 - Creation/update of all 2022 Operating and Capital budget information that aligns to the Departmental Plans
9. Financial Services / General Manager review
 - Discussion/review of all 2022 Supplemental Operating and Capital budget requests to ensure alignment to Budget process
10. Final Draft Plan Review
 - Meetings between Department Heads, General Manager and CAO to review finalized plans

CHANGES TO 2022 BUSINESS PLANS



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NEW FOR 2022 PLANS

Finalization of Plans after COW meetings

- Each Department will adjust their Departmental Business Plans after the completion of the budget process to reflect decisions of Council.

NEW FOR 2022 PLANS

Capital Projects / Budgets

- Most information relating to capital projects/budgeting has been removed, with the exception of those items where a supplemental/incremental budget request is being made or to illustrate specific high level project information
- Overall Capital Projects/Budgets will be addressed in a separate presentation to Council

NEW FOR 2022 PLANS

New Format for Supplemental Staffing Requests

- Any departments making supplemental operating budget requests for net new positions in 2022 have presented supporting information in a consistent table format
- All net new staffing requests that are being advanced to include an accompanying Report to Council

MUNICIPALITY OF
NORTH
Cowichan

**OPERATING BUDGET - SUPPLEMENTAL BUDGET REQUESTS
NET NEW STAFFING REQUEST**

Position	Rationale	Implications of Deferment	Projects Deferred	Budget Impact
Utility Worker	Increased water and sewer infrastructure installed that requires maintenance including knee piping, Osoyoos Bay and North Road Pump Stations. Increases to Building Permits & Development have resulted in additional water/sewer/parkway services required to be installed by Municipal Crews.	The reduced preventative maintenance of the water and sewer systems will result in additional corrective maintenance of the system in the future. In 2021 there were seven major water line projects with a total cost over \$200,000 that were completed by contractors instead of Municipal Crews.	Projects will continue to be contracted out including service installations for developments and capital water main and sewer main replacements.	\$00K - benefits Source of funding: Utility fees

SUPPLEMENTARY BUSINESS PLAN REQUESTS



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SUPPLEMENTAL STAFFING REQUESTS

7 Positions Required to Achieve Some Strategic Plan Goals and/or meet operational workload demands

Engineering

Senior Engineer, Utilities
Senior Engineer, Transportation
and Development

Legislative Services

Legislative Coordinator

Environmental Services

Climate Change Specialist

CAO

Indigenous Relations Advisor

IM/IT

Business Solutions Specialist

Planning and Building

Planning Technologist

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SUPPLEMENTAL STAFFING REQUESTS

2 Positions Supported for Council Consideration for 2022

- Legislative Coordinator \$67,000 plus benefits
 - To assist with Council maintaining levels of service.

- Engineer \$121,000 plus benefits (\$97,000 utilities, \$24,000 taxation)
 - Additional resources to help achieve asset management goals and capital project plans.

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OPERATING SUPPLEMENTAL REQUESTS

- Ongoing operating requests \$172,000
- One time operating requests \$245,000
- Additional requests
 - Implementation of Biodiversity Protection Policy and monitoring (\$TBD)
 - Planning and Building Optional deliverables \$10,000 to \$100,000

OPERATING RISKS

Presented in July

- User fee revenue for Fuller Lake Arena and Cowichan Aquatic Centre
 - Will use return to pre-COVID levels?
- Outcomes of ongoing forestry review
- Additional RCMP Costs
 - E-comm costs; wage settlement increases
- Capital spending requirements

INTRO-23



CONTINUED RECOVERY BUDGET

Council Direction in July

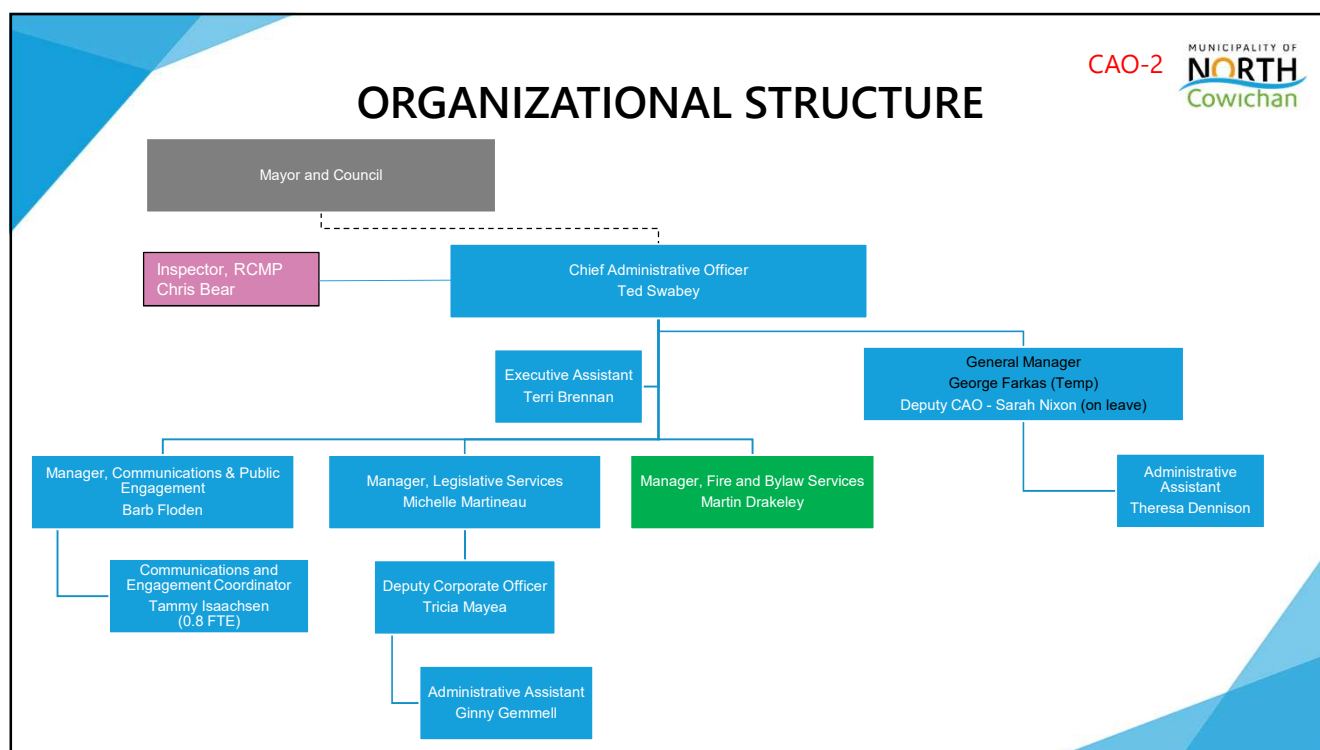
- Steady increases each year
- Continued use of COVID funds
- Gradual return to sustainable capital program
- 2022 estimated net tax increase 5.3 – 7.8%

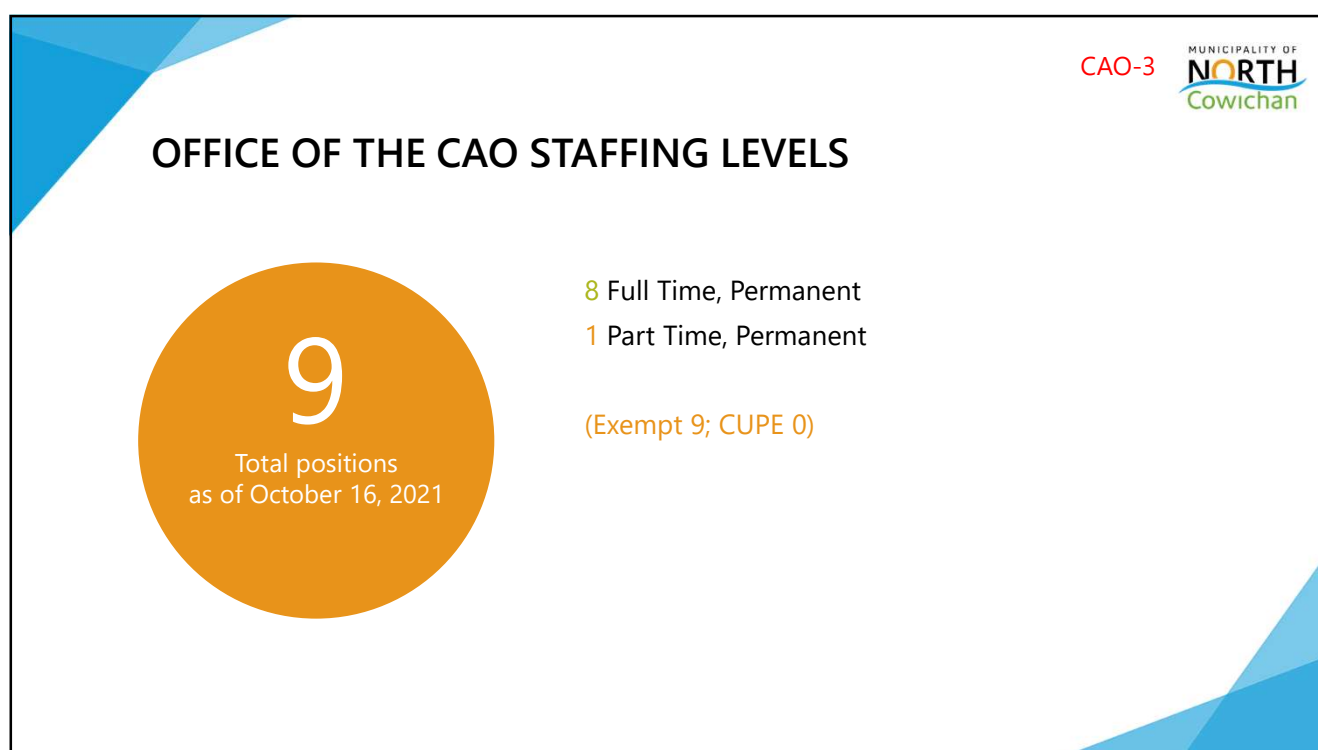
IMPACT OF SUPPLEMENTAL COSTS

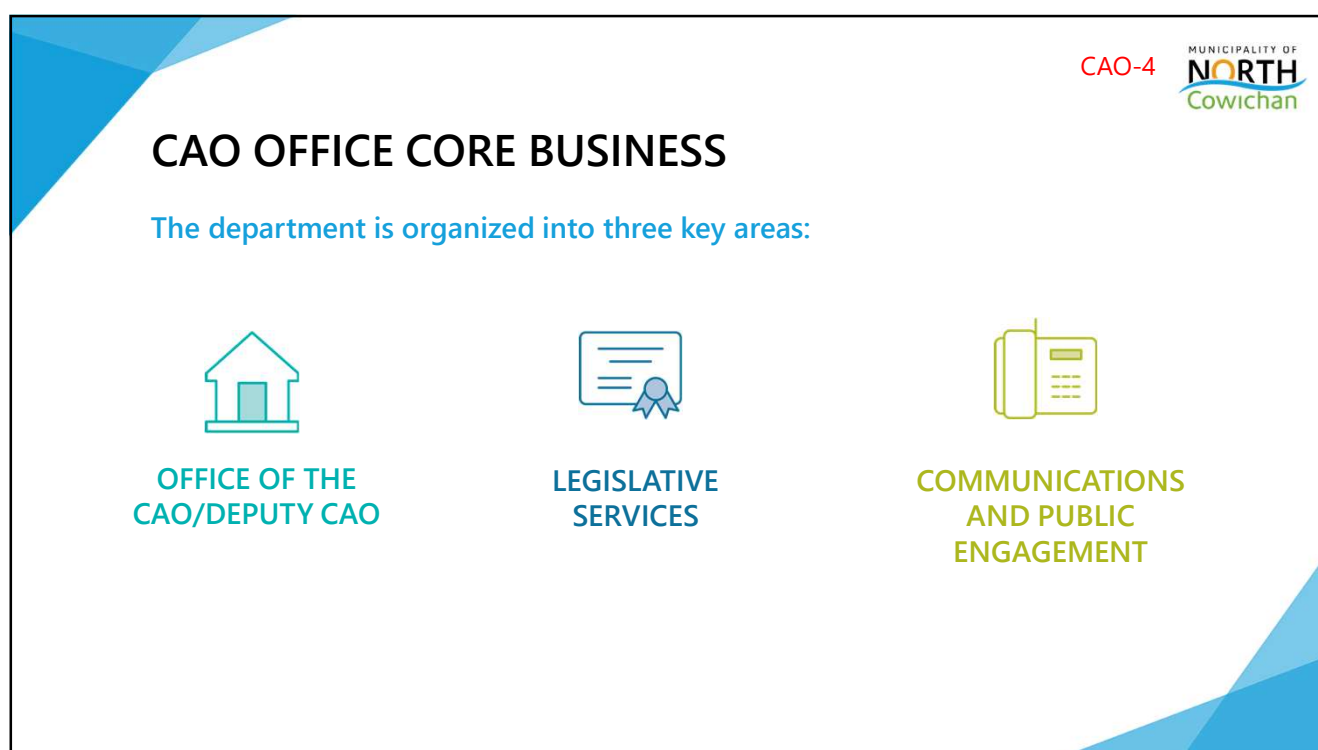
- Tax increase predicted in summer 5.3%
- Revised tax increase including subsequent changes to budget assumptions 5.83%
- Tax increase with two new positions and operating supplemental requests 7.40%

Staff will present short-term mitigation strategies to ease the tax burden in 2022 at the December 14th Budget meeting alongside considering supplemental requests.









CAO OFFICE

2.0 FTE (Chief Administrative Officer; Executive Assistant)

- The CAO reports to Council and is responsible for the overall management of the Municipality, including addressing high priority, emergent issues and legal issues of significance.
- The CAO is responsible for providing advice to Council and implementation of Council's direction.
- The CAO's office provides administrative support to Mayor and Council.
- The following managers report directly to the CAO:
 - Manager, Fire and Bylaw Services *with an independent Business Plan
 - Manager, Legislative Services
 - Manager, Communications and Public Engagement.

DEPUTY CAO OFFICE

2.0 FTE (Deputy Chief Administrative Officer; Administrative Assistant)

- The Deputy CAO oversees service delivery, the effective deployment of organizational resources, continuous improvement in the Municipality, and staff engagement to ensure execution of Council and CAO decisions and initiatives.
- The following department heads report directly to the Deputy CAO:
 - Director, Financial Services
 - Director, Planning and Building (temporarily assigned to CAO)
 - Director, Engineering (temporarily assigned to CAO)
 - Director, Engineering Projects (temporarily assigned to CAO)
 - Director, Operations
 - Director, Parks and Recreation
 - Director, Human Resources and Corporate Planning
 - Chief Information Officer

LEGISLATIVE SERVICES

3.0 FTE (Manager, Legislative Services; Deputy Corporate Officer; Administrative Assistant)

- Manage Council, Committee and Board of Variance meetings
- Agenda preparation, including addendum agendas and report compilation
- Implement Consent Agenda Policy
- Provide administrative support to committees, boards and advisory bodies, including joint meetings with the City of Duncan,
- Prepare minutes and eScribe video recordings
- Provide procedural advice regarding the Council Procedure Bylaw, Robert's Rules of Order, the *Local Government Act* & the *Community Charter*
- Prepare reports for consideration and approval by the CAO
- Provide support to other departments with report and notice drafting
- Prepare and publish legal notices
- Tracking and implementation of Council motions and task assignments
- Draft bylaws, policies, and assist with resolutions
- Develop tools to assist meeting facilitation (i.e., CoW Chair script) and report preparation
- Certify bylaws and other documents
- Execute legal documents, as required
- Conduct elections and other voting opportunities, such alternative approval processes (AAP)
- Coordinate annual training for Council
- Update information on the website

LEGISLATIVE SERVICES – KEY FACTS

2020 STATS

- 29 Open Regular and Special meetings
- 19 Closed Regular and Special meetings
- 15 Open Committee of the Whole meetings
- 8 Closed Committee of the Whole meetings
- 5 Select and Standing Committee meetings
- 5 Advisory Body meetings
- 1 Board of Variance meeting
- 19 speakers at public hearings
- 6,471 agenda pages published to support Council and Committee meetings

2021 STATS

- 25 Open Regular and Special meetings
- 20 Closed Regular and Special meetings
- 15 Open Committee of the Whole meetings
- 4 Closed Committee of the Whole meetings
- 13 Select and Standing Committee meetings
- 11 Advisory Body meetings
- 2 Board of Variance meetings
- 7 speakers at public hearings [to end of September]
- 11,111 agenda pages published to support Council and Committee meetings [to end of October]

PLUS for 2021:

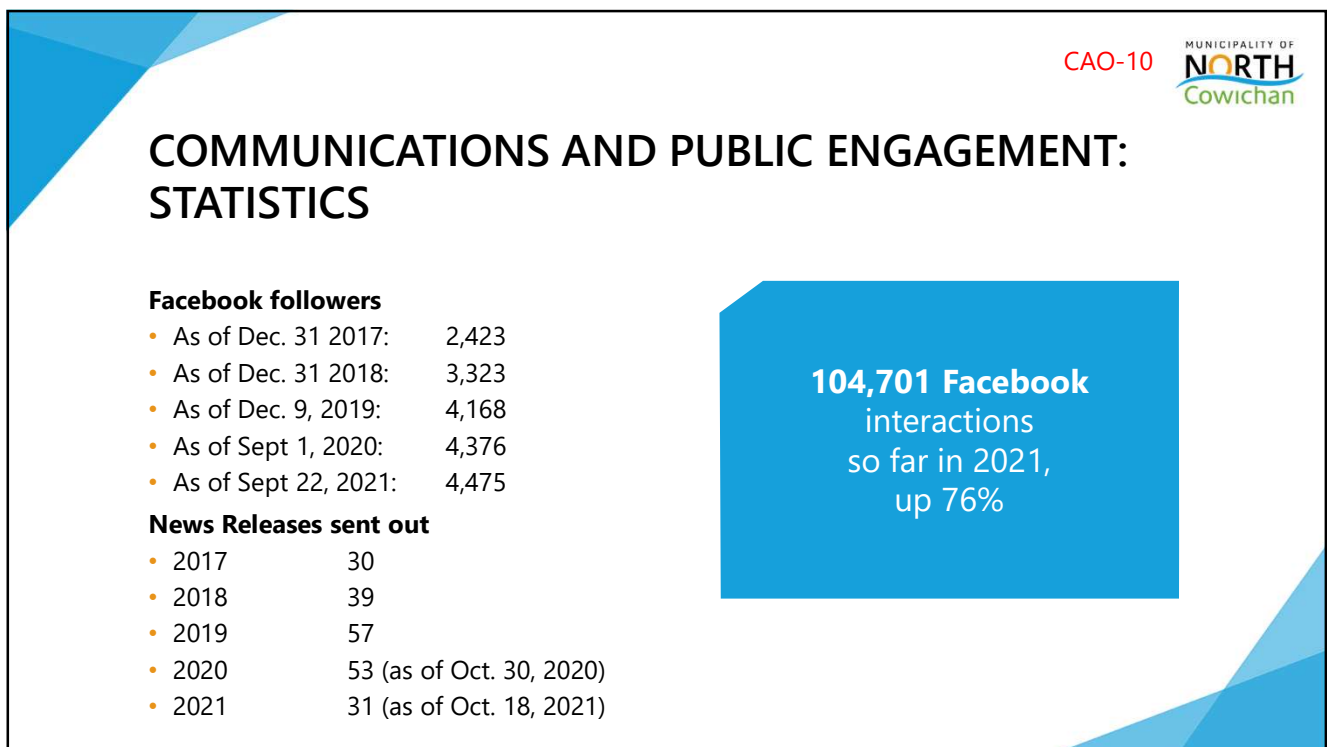
- 260 Consent Agenda items introduced at regular meetings
- 8 bylaws adopted to eliminate redundancies and/or modernize regulations

COMMUNICATIONS AND PUBLIC ENGAGEMENT

1.8 FTE (Manager, Communications and Public Engagement (1.0 FTE);
Communications and Engagement Coordinator (0.8 FTE))

KEY RESPONSIBILITIES:

- Managing public facing communication channels including website, social media platforms, online engagement platform
- Providing communication and engagement strategy and planning support to departments
- Stakeholder and community engagement
- Media relations
- Emergency and crisis communication
- Preparing graphics and print materials
- Supporting Council and CAO - writing speeches, promotion
- Managing North Cowichan Info inbox
- Liaising with information partners
- Developing communication and engagement policies, procedures, forms and templates





PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Implementation of Council's Strategic Plan	2019	Council Strategic Plan
Implementation of Operational Strategic Plan and alignment with Council Strategic Plan	2019	Operational Strategic Plan
Update Council Procedure Bylaw and subsequent amendments (e.g., policy).	2022	Council Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Continue to develop strong relationships and seek opportunities to build relationships with Indigenous Peoples, including providing support to the First Nations Relations Committee	Ongoing	Council Strategic Plan
Support Rowing Canada's relocation to North Cowichan	2018	Operational Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Complete audit of existing bylaws, policies and procedures for consistency with provincial legislation and corporate policies to determine where modernization and modifications are required.	2020	Organizational Strategic Plan
Implementation of electronic meeting processes and coordination, and ensure open meeting transparency	2021	Organizational Strategic Plan
Draft policy on Use of Gender Neutral Language and Pronouns	2021	Council Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
2022 Local General Election	2022	<i>Community Charter</i>
Review and recommend updates to the Election Bylaw	2022	<i>Community Charter</i>
Coordinate new Council orientation	2022	Council Strategic Plan / Past Practice
Undertake Crofton Fire Hall alternative approval process	2022	<i>Community Charter</i>

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Proactively inform residents and staff about projects and priorities	Ongoing	Council Strategic Plan
Ensure open and transparent communications with the public	Ongoing	Operational Strategic Plan
Provide staff with tools and a framework to support public engagement as part of the Engagement Framework and Policy project.	2021	Operational Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Citizen Satisfaction Survey 2022	2022	Operational Strategic Plan
Support the Forestry Technical Review, lead Forestry Public Engagement (including First Nations consultation)	2019	Council Strategic Plan
Develop crisis/emergency communications plan	2021	Operational Strategic Plan

OPERATING BUDGET - SUPPLEMENTAL BUDGET REQUESTS NET NEW STAFFING REQUEST

Position	Rationale	Implications of Deferment	Projects Deferred	Budget Impact
Legislative Services Coordinator	<p>In 2019, the Corporate Services Clerk position was not filled after it became vacant because Council had dissolved all 8 of their select committees at that time.</p> <p>In February 2020 (budget meetings), Council was advised that it would be necessary to fill the position if Council were to bring back a full complement of committees. We now have 6 committees / advisory bodies, a board of variance, and CoW which now meets on a monthly basis.</p>	<p>Increased probability of existing staff suffering from mental health issues, such as job burnout.</p> <p>Delays in completing Council meeting follow up tasks and core duties.</p> <p>Unlikelihood of being able to dedicate any resource time to departmental and Council strategic priority projects as the main focus for 2022 would be everything leading up to the election which would carry forward to 2023 for new Council training and orientation.</p> <p>Finding sufficient resource time to amend the Election Bylaw to allow mail-in ballots would be unlikely.</p>	<p>The following projects would be worked on as time permitted starting in 2024 or later :</p> <ul style="list-style-type: none"> • Review of Council Procedure Bylaw • Developing electronic meeting processes • Bylaw and policy audits • Ongoing Council training <p>The provision of additional services, such as scripts for Chairs and in-depth reviews of notices, bylaws and policies prepared by other departments, which could lead to increased legal costs to conduct those reviews.</p>	<p>\$67K + benefits</p> <p>Source of funding: general revenue / taxation</p>

OPERATING BUDGET - SUPPLEMENTAL BUDGET REQUESTS NET NEW STAFFING REQUEST

Position	Rationale	Implications of Deferment	Projects Deferred	Budget Impact
Indigenous Relations Advisor	To provide Indigenous perspective and knowledge, guidance and support to the Municipality	<p>Lack of trust with the Indigenous community</p> <p>Lack of coordination between numerous government to government engagements taking place across First Nations</p> <p>Staff have limited knowledge in engaging with Indigenous governments and a lack of expertise when navigating key issues.</p> <p>Negative impacts on ongoing and future projects due to lack of understanding or anticipation of cultural differences</p> <p>Reverse the trend identified in Council's Strategic Plan for enhanced community and Indigenous consultation</p>	<p>North Cowichan relations will be impacted and we will continue to struggle with engagement, referral responses and requests.</p> <p>Implementation of the Truth and Reconciliation Commission of Canada's Calls to Action directed to all levels of government, which includes annual reporting</p>	<p>\$ 85,379 – 93,269K + benefits</p> <p>Source of funding: general revenue / taxation</p>

OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD	Supplemental	\$ Change
EXPENSES							
Mayor and Council	\$ 369,190	\$ 406,981	\$ 37,791	10%	\$ 260,559	\$ -	\$ 37,791
CAO Office	382,690	388,799	6,109	2%	294,249	-	6,109
Deputy CAO Office	307,800	321,985	14,185	5%	305,091	-	14,185
Legislative Services	382,940	400,123	17,183	4%	300,549	67,155	84,338
Communications and Engagement	315,760	338,794	23,034	7%	183,411	-	23,034
TOTAL EXPENSES	\$ 1,758,380	\$ 1,856,682	\$ 98,302	6%	\$1,343,860	\$67,155	\$165,457

CAO-21



CAO-22



CLIMATE EMERGENCY PRIORITIES

Office of the Chief Administrative Officer



PRIORITY 1:

Oversee corporate implementation of the Climate Action and Energy Plan and Integrated Climate Action Strategy corporately, drive alignment of organizational decision-making with acknowledgement of a climate emergency.



PRIORITY 2:

Continue implementing the Operational Strategic Plan, specifically driving organizational behavioural and culture change to embrace the new corporate value of "environmental stewardship and sustainability."



PRIORITY 3:

Champion the continued operationalization of Council's strategic priority to strengthen environmental policy is all land-use planning.

KEY PERFORMANCE INDICATORS

	2017	2018	2019	2020	2021 *
% increase in public reach (Social Media)	33%	27%	25%	16%	76%
# of news releases	30	39	57	53	27
Engagement activities that may affect a change in policy or Council decision in relation to a Council priority (i.e. what we did with engagement feedback)	New as of 2020			5	6
Council resolutions/actions completed in eScribe	New as of 2020			336/425 ** 79%	435/548 79%
# of new agreements with partners (CVRD, First Nations, Land Trust, etc.)	New as of 2020			3	6

* as at October 15

** covers the period Jan. 1 – Oct. 15, 2020 only

Report

Date November 23, 2021
Subject Net New Staffing Request (Legislative Coordinator)

File:

PURPOSE

To consider replacing the former 'Corporate Services Clerk' position which was removed from the 2020 operating budget with a new 'Legislative Coordinator' position for 2022.

BACKGROUND

In 2019, when Council dissolved all eight of their select advisory committees (i.e., Agricultural, Audit, Chemainus, Community Planning, Environmental, Forestry, Parks and Recreation, and the Sports Wall of Fame), the Corporate Services Clerk position was not filled after it became vacant. During the budget meetings in February 2020, Council was advised that although the position had been removed from the 2020 operating budget, that it would be necessary to fill the position if Council were to bring back a full complement of committees.

Since 2019, six new committees and advisory bodies (i.e., Forestry, First Nations Relations, Public Engagement, and Environmental Advisory Committees, and the OCP Advisory Group and OCP Ambassadors), which meet on a monthly, quarterly or an ad hoc basis, have been established; the Board of Variance was since formed; and regular Committee of the Whole meetings are now scheduled on a monthly basis.

Due to the breaches of the open meeting rule by committee members earlier this year, the Manager of Legislative Services or the Deputy Corporate Officer must now attend all OCP Advisory Committee and OCP Ambassador meetings to ensure that procedural protocols are being adhered to and to provide advice and guidance to the Chairs. This further impacted Legislative Services resources which were already operating from a deficit to create greater work / life imbalances and increase the risk of mental health conditions, such as job burnout.

DISCUSSION

With the general local election occurring in 2022, and the responsibilities entailed with managing an election, the Legislative Services department will be challenged, especially in 2022, with staying on top of their core duties without this additional resource.

The duties were previously handled by the Corporate Services Clerk have now fallen to the Deputy Corporate Officer, leaving them with little to no time to assist the Manager with project work and falling behind on other tasks, unless their personal time is used to complete that work.

This position will create a better work / life balance for the Manager and the Deputy Corporate Officer and enable them to complete the majority of their core duties during regular work hours. Simply put, Legislative Services does not have the resource capacity to continue at its current pace, let alone managing any new committees which Council may establish. This need is heightened in 2022 with the upcoming general local election which will become their main focus of attention. Although, the

Manager and the Deputy Corporate Officer receive additional compensatory hours intended to offset their (personal time) evening hours while attending Council, Committee of the Whole and committee meetings, that are intended to encourage a reasonable work life balance, the reality is that if taken, the department would either fall further behind on project deliverables or they would have to work evenings or weekends to catch up.

To demonstrate the need for this position, Legislative Services staff began tracking their hours and how they spent their time over the past year. The data in the table below is taken from the first six months of 2021 and has been used to anticipate the amount of personal time that staff will need to use to maintain the current level of service to meet expectations. The areas in green identify where the greatest impact to current workloads this position would have an impact on.

Average daily hours spent on:	Manager		Deputy		Admin Assist	
	Ave Hrs	% of Reg Hrs	Ave Hrs	% of Reg Hrs	Ave Hrs	% of Reg Hrs
Responding to Emails	1.8	26%	1.1	16%	1.0	14%
Phone calls	0.8	11%	0.8	11%	0.1	1%
Attending meetings	1.7	24%	1.5	21%	0.1	1%
Pre-meeting tasks	1.8	25%	2.0	29%	2.5	36%
Post-meeting tasks	0.3	4%	0.6	9%	1.4	20%
Providing legislative support to other departments	0.6	8%	0.6	9%	0	0%
Completion of Council tasks	1.1	16%	0.5	7%	0	0%
Completion of Department projects	1.2	17%	0.5	7%	1.0	14%
Other daily tasks	0.7	10%	0.8	11%	0.8	11%
Average total daily hours worked	10	141%	8.4	120%	6.9	99%
Regular hours per day	7		7		7	
Personal hours used per day	(2.9)	(41%)	(1.4)	(20%)	-	-

Summary of Legislative Coordinator Position

This position would be responsible for coordinating in-person and virtual committee meetings, which includes preparing agendas, notices, Chair scripts, taking minutes, providing procedural and legislative advice and guidance, assisting with motion formation, assigning follow up tasks, performing research and analysis, and ensuring municipal webpages related to the various committees are kept current.

We would be looking for someone with a sound knowledge of municipal processes and committee functions, such as taking meeting minutes and providing advice in regards to meeting procedures; understands parliamentary rules of procedure, and is aware of corporate administrative policies and practices, and relevant Provincial legislation, including the *Freedom of Information and Protection of Privacy Act of BC*, the *Community Charter*, the *Local Government Act*, and municipal bylaws.

It is important that they be able to exercise independent judgement, attention to detail, discretion and problem solving; while handling sensitive and confidential information. While many of our committee meetings begin in the late afternoon, many extend into the evenings, so they must be able to work occasional evenings.

This position is being proposed as an exempt position in accordance with section 11(3)(b) of *Public Service Labour Relations Act* due to:

- the potential of their involvement in a confidential advisory capacity in relation to their participation as the recording secretary at a closed committee meeting,
- the increased responsibilities for providing advice in relation to provincial legislation, municipal bylaws and policies, applying procedural/parliamentary rules, and assisting the Chair with the formation of motions from that of the Corporate Services Clerk position, and
- that this position is considered senior to the exempt Administrative Assistant position within the department.

OPTIONS

1. **(Recommended Option)** THAT the Committee of the Whole recommends that Council direct staff to include a Legislative Coordinator position to the 2022 Operating Budget.
2. THAT the Committee of the Whole recommends that Council direct staff to remove the 'update to the Council Procedure Bylaw', 'implementing electronic meeting processes', 'bylaw and policy audit' and the 'policy for use of gender neutral language and pronouns' from the Business Plan.

IMPLICATIONS

The department demands lack adequate staff resources to complete departmental projects and follow-up actions within regular working hours and continuing at the current pace is not sustainable.

It is consistent with Council's commitment of '*accountable general administration and effective customer service*' and their service priority to '*have an efficient and well-run municipality*'. Although a specific action was not identified under Council's Strategic Plan objective to '*provide responsive, efficient, transparent and engaged service that contributes to the value of the community*' this position is crucial to Legislative Services compliance with that objective and being able to complete the key actions in the Organizational Strategic Plan, which include:

- audit and update existing Council policies, harmonize with corporate policies;
- audit and update existing bylaws, repeal outdated bylaws (the review of the Council Procedure Bylaw was included in the Business Plan as part of this action);
- update Council report templates; and
- develop and adopt consistent corporate forms and templates.

This position would ensure that all committee meetings were receiving the same procedural advice, followed the open meeting rule, appropriate advice was given, especially in the formation of motions when making recommendations to Council and enable the department to address bylaws and policies that were unclear, outdated, deficient or inconsistent with provincial legislation or other municipal bylaws and policies rather than just noting them on a future to-do list. Legislative Services staff must use their personal time to move the above actions forward as there is simply not sufficient staff resource time to complete these actions in addition to their daily tasks. To continue to rely on personal staff time to complete these actions is unsustainable.

RECOMMENDATION

THAT the Committee of the Whole recommends that Council direct staff to include a Legislative Coordinator position to the 2022 Operating Budget.

Report prepared by:



Michelle Martineau
Manager, Legislative Services

Report reviewed by:



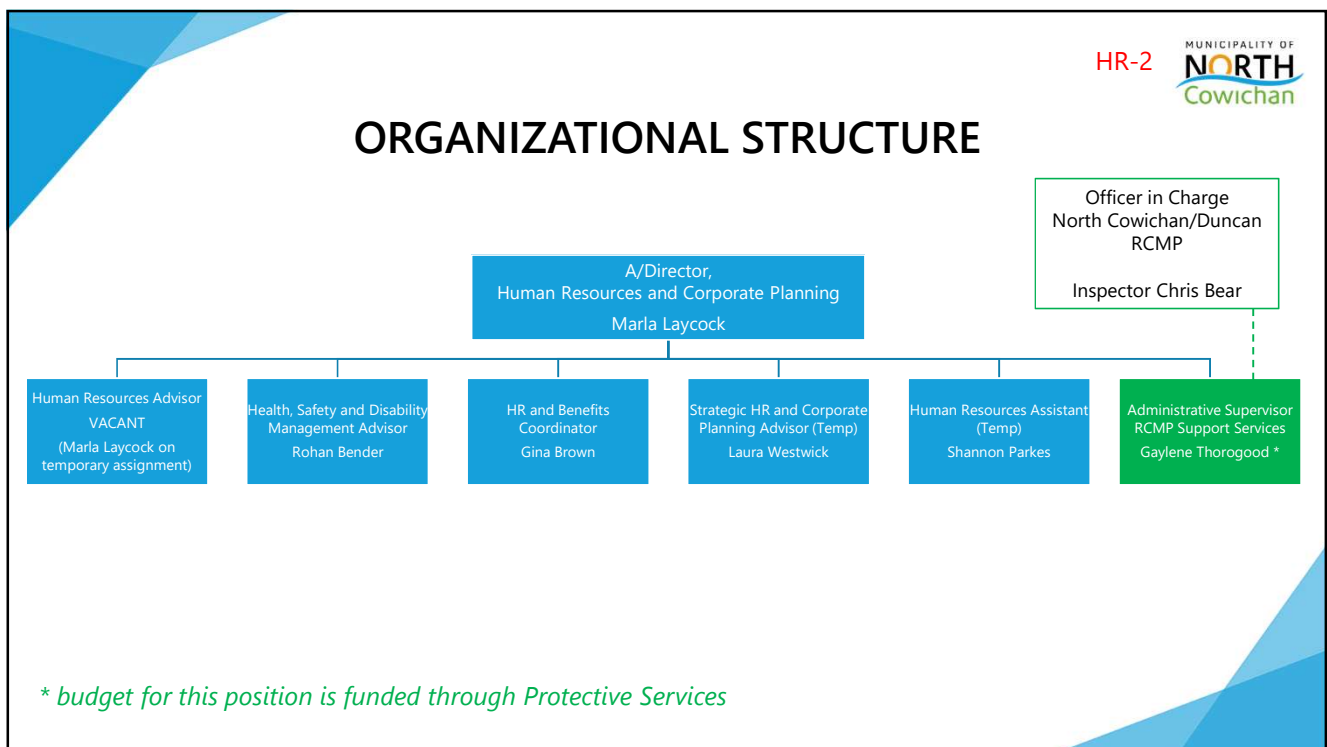
Ted Swabey
Chief Administrative Officer

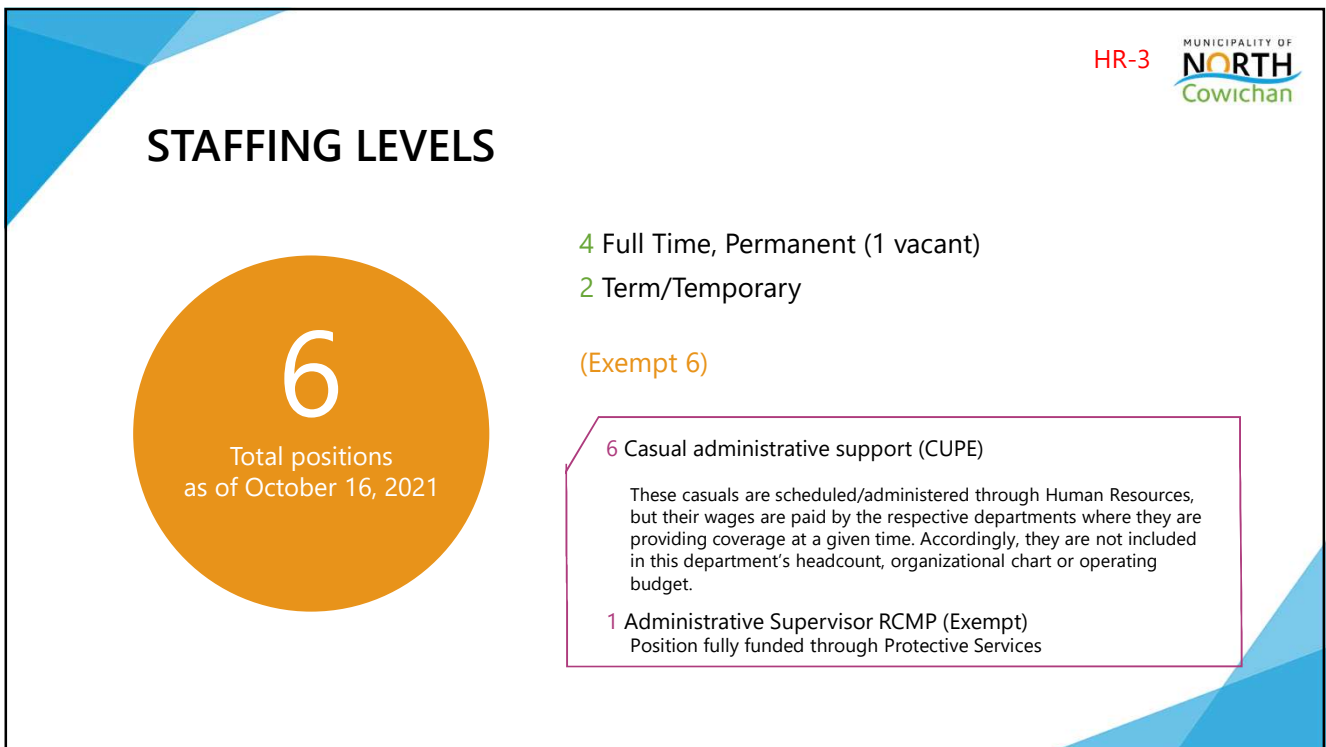
Approved to be forwarded to Council:



Ted Swabey
Chief Administrative Officer







DEPARTMENT FOCUS

The Human Resources and Corporate Planning Department provides a broad range of internal services to just over 400 North Cowichan employees spread across five physical locations (Municipal Hall, Operations, Fuller Lake Arena, Cowichan Aquatic Centre, North Cowichan/Duncan RCMP Detachment) and four volunteer Fire Halls (Crofton, Chemainus, Maple Bay, South End).



MAJOR SERVICES

This department is organized into three key areas:



**HUMAN
RESOURCES**



**HEALTH AND
SAFETY**



**CORPORATE
AND STRATEGIC
PLANNING**



**RCMP SUPPORT
SERVICES**
(shared oversight)

HUMAN RESOURCES

3.0 FTE (A/Director, HR and Corporate Planning; Human Resources Advisor (vacant); Human Resources & Benefits Coordinator)

Provides human resources services to just over 400 North Cowichan customers comprised of bargaining unit (CUPE Local 358) employees, paid-on-call Firefighters and exempt employees across 9 work locations; develops and delivers programs and policies to support effective people management, achieve business objectives.

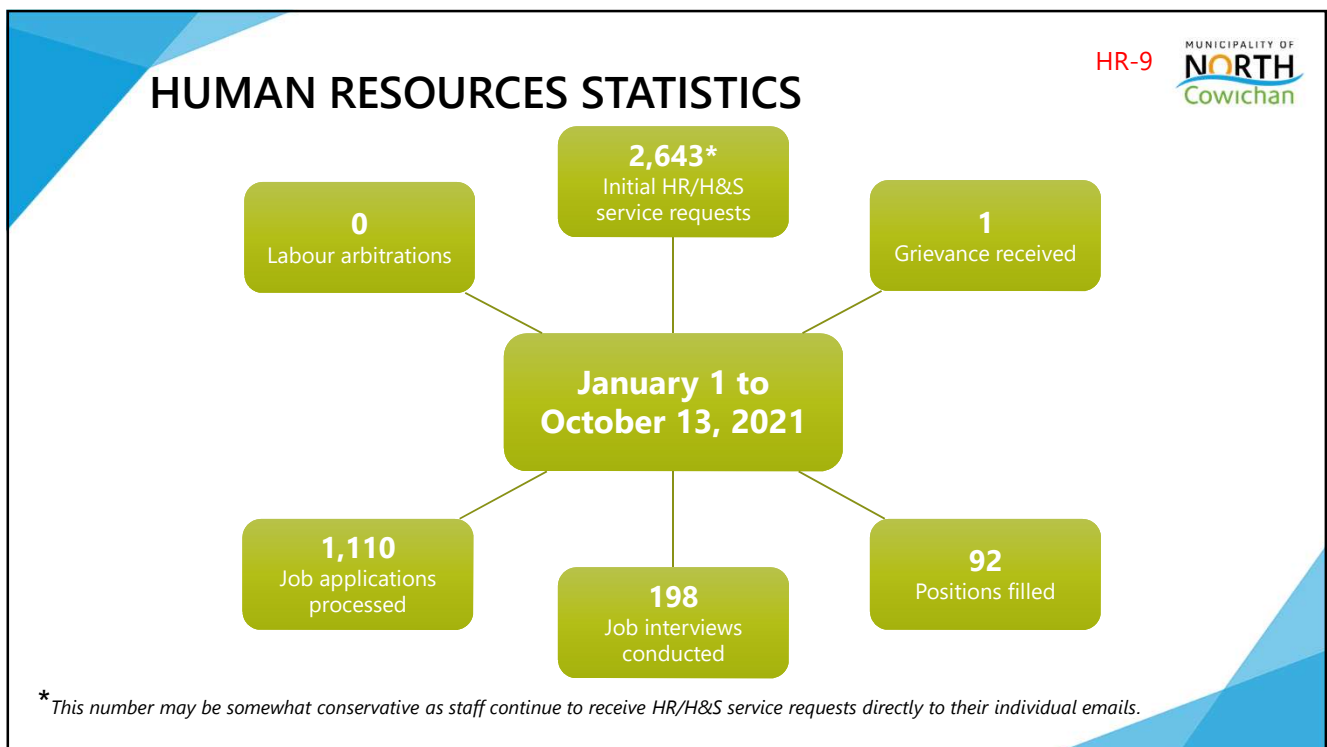
- **Full-Cycle Recruitment:** talent acquisition, job posting development, advertisement, screening, testing, interviewing, selection, negotiating offers of employment, new employee onboarding.
- **Compensation and Benefits Administration:** salary administration, tracking and action of anniversary dates affecting pay (probation, vacation, paid leaves, etc.), pension enrollment and maintenance, benefit billing, annual benefits provider review (and provider transitions), management of EFAP.

HUMAN RESOURCES

- **Human Resources Administration:** employee data and records management, transactional correspondence for employee lifecycle, tracking required training, certifications and policy requirements (drivers abstracts, criminal record checks, policy sign-offs, etc.) and coordinating renewals/actions to ensure continued compliance.
- **Labour Relations:** collective bargaining, contract administration and interpretation (adjudicate matters in alignment with the contract), grievance and arbitration management, negotiating settlements and letters of understanding, labour management committee.

HUMAN RESOURCES

- **Employee Relations:** support and resolve all employee questions/concerns related to employment, provide advice and guidance in alignment with law, policy and the collective agreement to employees and managers, conduct workplace investigations, recommend appropriate outcomes to resolve findings and adjudicate human rights accommodation requests/issues.
- **Performance Management:** support managers in implementing the Feedback and Development System.
- **Absence and Disability Management:** support managers in addressing culpable absences from the workplace and facilitate an early and safe return to work for non-culpable absences.



HEALTH AND SAFETY

1.0 FTE (Health, Safety and Disability Management Advisor)

A newer corporate function (resource hired 2018) responsible for ensuring the Municipality implements and maintains a legally compliant and prevention-focused health and safety program. Reports through the Human Resources Department.

- Corporate Health and Safety Program development and maintenance to ensure compliance and alignment with best practice.
- Advisory and consultation services to operational managers and Joint Occupational Health and Safety Committees-(in-house Health and Safety technical expert).
- Health and Safety training.
- Disability management and return to work support.
- Ergonomics Program administration.
- COVID-19 Safety Plan / Communicable Disease Prevention Plan.
- Representative for the BC Municipal Safety Association.

WORKSAFE BC STATISTICS

	2015	2016	2017	2018	2019	2020	2021*
# Time-loss claims due to injury	11	13	13	17	13	13	5
# Work Days Lost (in the year of injury)	203	145	633	358	473	703	48
# WorkSafe Inspections	9	6	5	9	4	4	3
# WorkSafe Orders	1	4	5	4	0	0	0


WORK SAFE BC

(Approximately 40 percent of MNC employees are in safety-sensitive positions)

** 2021 YTD statistics effective as at September 30, 2021*

CORPORATE AND STRATEGIC PLANNING

2.0 FTE (Strategic HR and Corporate Planning Advisor (Temp); Human Resources Assistant (Temp))

Corporate Planning; Projects; Internal Communications

- Operationalize Council's Strategic Plan and the Operational Strategic Plan.
- Quarterly Reporting on Council Strategic Plan priorities.
- Internal communications.
- Project Management Office.
- Corporate Training administration.
- Corporate Employee Engagement activities.
- Lead complex short and long-range corporate projects in strategy development, corporate planning and business process improvement.
- Human Resources support as required.

RCMP SUPPORT SERVICES

1.0 FTE (Administrative Supervisor, RCMP Support Services)

Shared Oversight of North Cowichan RCMP Support Services

- Administrative Supervisor position reports to the A/Director, Human Resources and Corporate Planning, with a secondary reporting relationship to the Officer in Charge of the North Cowichan/Duncan RCMP Detachment
- Budget for this position is fully funded through Protective Services

2022 BUSINESS PLAN

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Negotiation of new collective agreement with CUPE	2021	Council Strategic Plan
Implementation of new agreement	2022	
Increase the functionality of Safety Management System software	2021	Operational Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
New Employee Engagement Survey	2022	Council Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Develop a Succession Planning Policy	2022	Operational Strategic Plan
Develop a Corporate Absence Management Policy	2022	Council Strategic Plan
Exempt Compensation Review/Survey	2022	Operational Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Employee Training <ul style="list-style-type: none"> MS Office desktop training (annual recurring) Additional training as identified through Employee FDS goal setting/development planning (Q1-2022) HR Refresher Training For Key Policies, i.e. Standards of Conduct; Respectful Workplace, IT Security, IT Risk and Cybersecurity, Feedback and Development System, etc. 	2022	Operational Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Manager Training <ul style="list-style-type: none"> • Report Writing (annual offering) • New Recognition Program Training Employee Engagement (concept and drivers of engagement) • Continued Project Management training • Feedback and Development System Refresher • HR Refresher Training For Key Policies, i.e. Standards of Conduct; Respectful Workplace, etc. 	2022	Operational Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Health and Safety Complete gap analysis and implementation plan for new BC MSA Certificate of Recognition safety management system to meet WorkSafeBC requirements	2022	Operational Strategic Plan
High Risk Initiatives WorkSafeBC 2021-2023 <ul style="list-style-type: none"> Falls from elevation Traffic Management for Work on Roads Struck-by mobile equipment High voltage limits of approach Musculoskeletal and repetitive strain injuries 	2022-2023	Operational Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

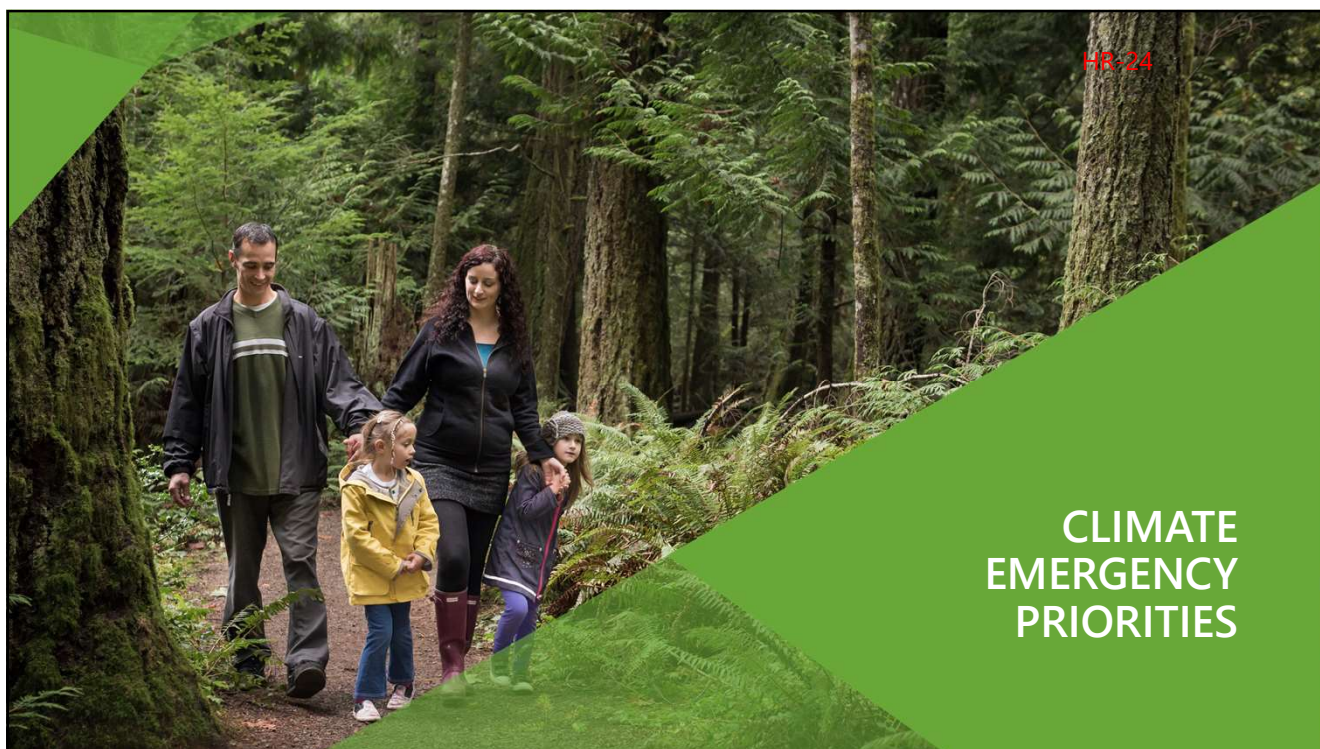
Actions / Projects	Start Date	Strategic Alignment
COVID-19 <ul style="list-style-type: none"> Remote Work Policy development and related documentation COVID-19 Corporate Safety Plan / Communicable Disease Prevention Plan 	2021	Operational Strategic Plan

OPERATING BUDGET – SUPPLEMENTAL BUDGET REQUESTS:

<u>Item</u>	<u>Amount</u>
Additional Consultant Fees	
• Exempt Compensation Review	\$ 15,000

OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD	Supplemental	\$ Change
EXPENSES							
Human Resources	\$ 581,620	\$ 563,887	\$ (17,733)	-3%	\$ 389,807	\$ 15,000	\$ (2,733)
Health and Safety	188,000	172,160	(15,840)	-8%	134,052		(15,840)
Corporate Planning	188,210	191,595	3,385	2%	126,962		3,385
TOTAL EXPENSES	\$ 957,830	\$ 957,642	\$ (30,188)	-3%	\$650,821	\$ 15,000	\$ (15,188)



CLIMATE EMERGENCY PRIORITIES

Human Resources and Corporate Planning



Identify opportunities to drive corporate GHG emission reductions through human resources policies and practices (i.e., continued opportunities for remote work)



Support initiatives from the CAEP that affect decision-making processes involving staff



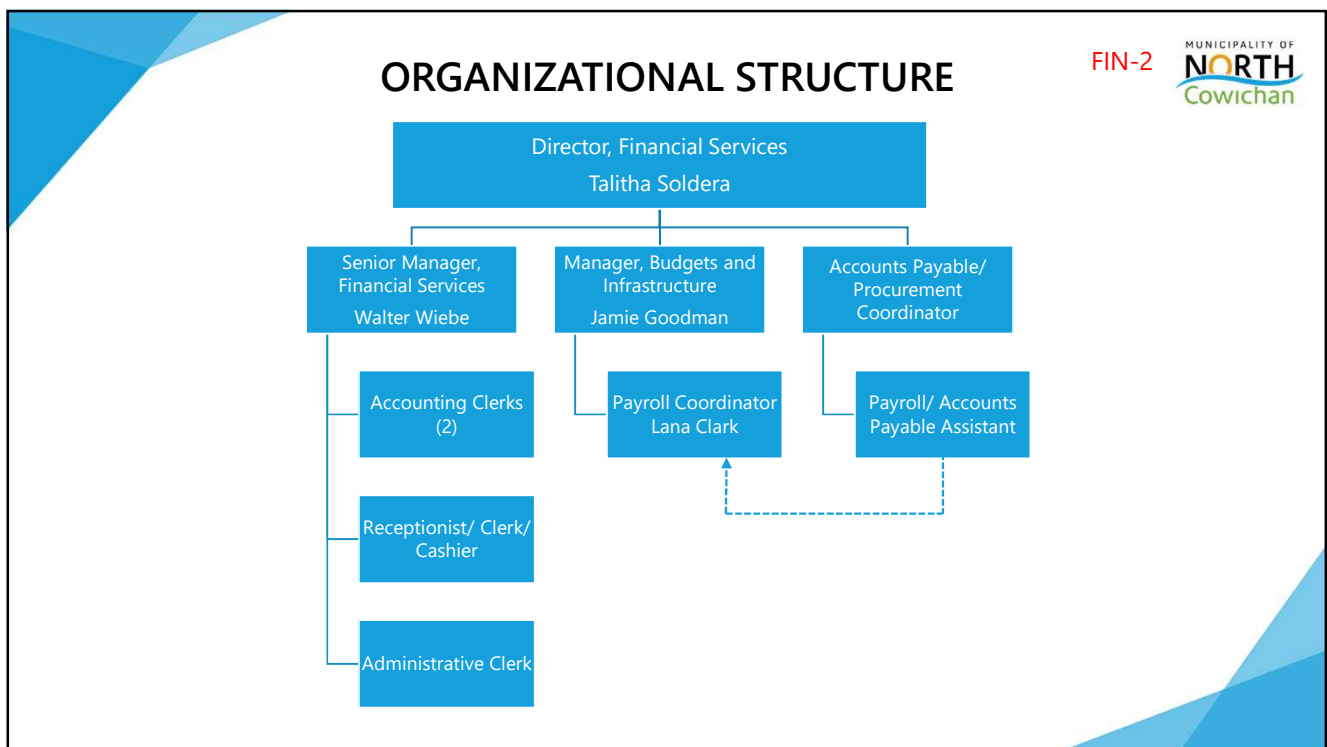
Support / promote GHG reduction strategies in the workplace (i.e., zero idling, roll to work)

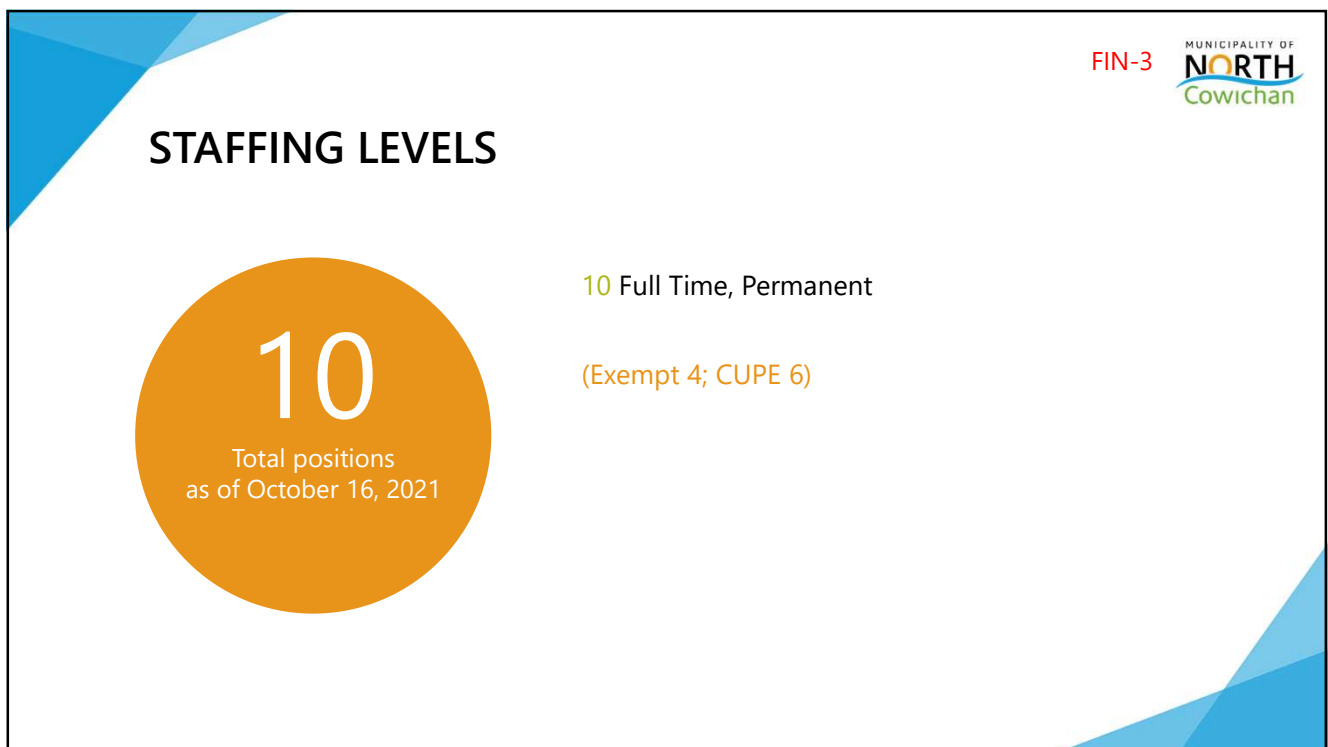
KEY PERFORMANCE INDICATORS

	2016	2017	2018	2019	2020	2021*
Employee Engagement Score	N/A	N/A	41%	N/A	N/A	N/A
# WorkSafe Orders	4	5	4	0	0	0
Exempt employee voluntary turnover <i>*excludes retirements*</i>	1	3	2	4	2	2

* YTD data as of September 30, 2021







DEPARTMENT FOCUS

The mission of the Financial Services Department is to provide reliable and relevant financial information and quality financial services in an efficient, effective and ethical manner to our customers, both internal and external, and to promote fiscal responsibility and accountability over the expenditure of the District's funds.



CORE BUSINESS

The Department is organized into three key areas



**FINANCIAL
SERVICES**



**BUDGET AND
INFRASTRUCTURE**



**ACCOUNTS
PAYABLE /
PROCUREMENT**

FINANCIAL SERVICES

- Cash Receipting
- Front Counter first point of contact with public
- Switchboard – first point of contact phones
- Property Tax billings, collections
- Utility Billings (Water, Sewer and Garbage)
- Business and Dog Licenses
- Accounts Receivable
- Insurance and Claims
- Preparing Financial Statements
- Statement of Financial Information

FINANCIAL SERVICES – CONT'D

PRE-AUTHORIZED PAYMENT STATS

- 2020:
 - Avg. # of accounts/month - 1,160
– \$448,233
- 2019
 - Avg. # of accounts/month - 1,138
– \$448,560

HOMEOWNER GRANT STATS

- 2021 to September 30, 2021
 - Total Homeowner grants – 10,142
- 2020:
 - Total Homeowner grants – 10,080
- 2019:
 - Total Homeowner grants – 9,943

ACCOUNTS PAYABLE

Issued

- 900 Cheques \$ 4 million
- 3,500 EFTs \$ 45 million
- 122 PAPs \$ 9 million

BUDGET AND INFRASTRUCTURE

- Preparing Budgets and Financial Plans
- Annual Report
- Asset Management and Investment Plan
- Payroll for ~ 433 employees (\$15.7 million)

2022 BUSINESS PLAN

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Consider alternative rate options for water conservation: <ul style="list-style-type: none"> • Bring forward to Council for approval • Implement new rate structure • Public communication plan 	2022	Council Strategic Plan
Identify potential new sources of revenue: <ul style="list-style-type: none"> • Bring forward options for Council direction 	2020 - Ongoing	Council Strategic Plan
Update internal budget procedures to increase quality of budget submission	2021	Operational Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Implement online timecard entry for salaried staff	2021	Operational Strategic Plan
Research workflow for online purchase order and invoice approval	2022	Operational Strategic Plan
Implement workflow for online purchase order and invoice approval if resources permit	2023	Operational Strategic Plan
Prepare Asset Management Investment Plan, including annual investment levels and funding sources	2022	Council Strategic Plan

OPERATING BUDGET

FIN-13



	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD
REVENUE					
Financial Services	\$ 190,390	\$ 201,180	\$ 10,790	6%	\$ 221,420
TOTAL REVENUE	\$ 190,390	\$ 201,180	\$ 10,790	6%	\$ 221,420
EXPENSES					
Financial Services	\$ 1,141,320	\$ 1,134,429	\$ (6,891)	-1%	\$ 937,168
TOTAL EXPENSES	\$ 1,141,320	\$ 1,134,429	\$ (6,891)	-1%	\$ 937,168



CLIMATE EMERGENCY PRIORITIES

Financial Services



Priority 1:

Consider alternative
rate options for
water conservation



Priority 2:

Online payments reduce trips
to Municipal Office
Online billing reducing paper
usage

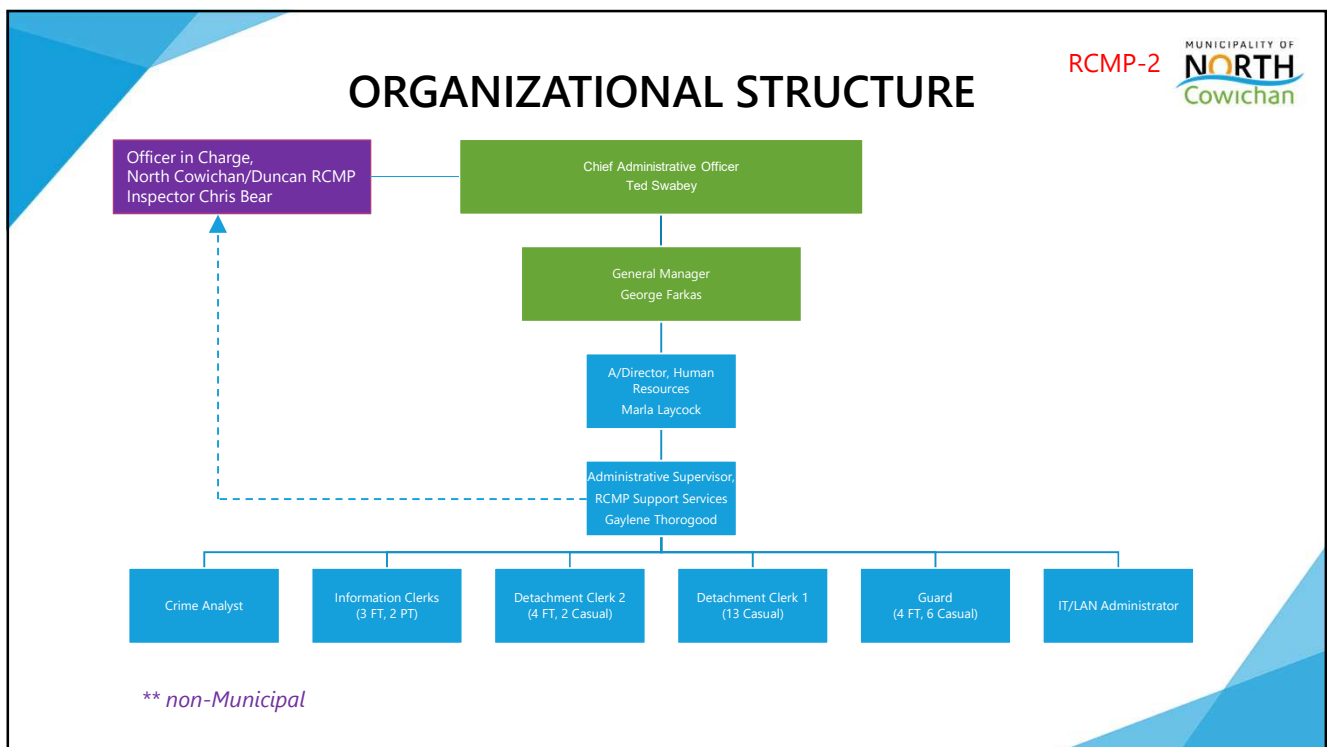
FIN-16

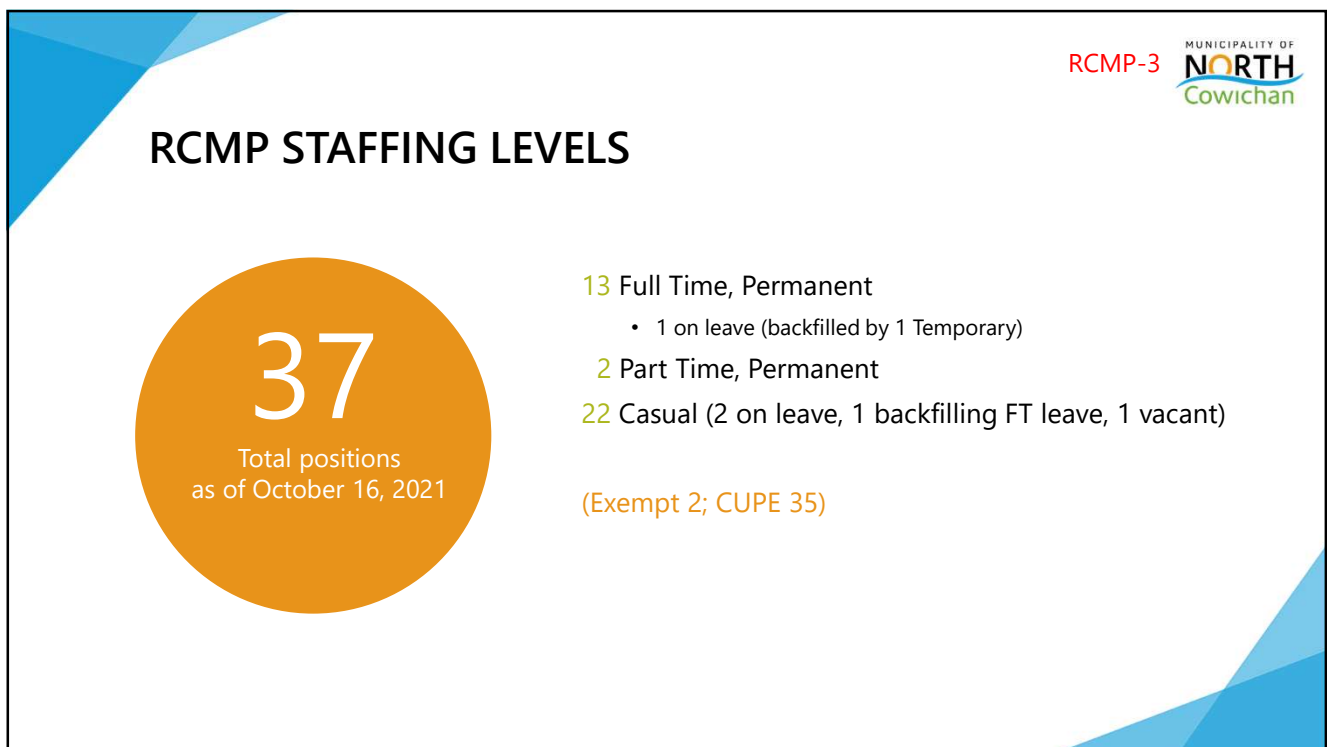


KEY PERFORMANCE INDICATORS

	2017	2018	2019	2020	2021
% of tax collected	97.9%	97.8%	97.6%	96.6%	95.7%
% of Liability Servicing Limit used	21.4%	21.6%	15.8%	15.7%	n/a
Per capita taxes	\$918	\$940	\$940	\$997	\$1,021
Annual surplus as a percentage of operating budget	0.31%	1.63%	2.18%	1.00%	n/a







RCMP CONTRACT

- \$5.7M contract for RCMP Services which funds 32 of the 62 members of the North Cowichan/Duncan detachment
 - 26 Provincial Members for 2020 paid for by the Province
 - 4 First Nations members paid for by the Province/Federal
 - 13 municipal clerical staff paid for by NC
 - 8.5 provincial clerical staff paid for by the Province
 - 1 IT/LAN and 1 Crime Analyst jointly funded
 - 4 full time guards and up to 6 casual guards. Province reimburses municipality for provincial portion of the costs.

RCMP CONTRACT

- New building (construction)
 - \$49m
 - Existing North Cowichan/Duncan Detachment
 - Shawnigan Lake Detachment
 - Vancouver Island Traffic Services
 - Forensic Identification Services

ANNUAL PERFORMANCE PLAN 2021/2022

Enhanced Public Safety

There are a number of initiatives that the North Cowichan/Duncan Detachment will be completing in order to:

- Advance the safety and security of British Columbians;
- Increase trust with vulnerable populations;
- Employ a multi-faceted approach to public safety through collaboration with other community service agencies; and
- Expand the use of technology to support operational policing.

ANNUAL PERFORMANCE PLAN 2021/2022

Accountability and Governance

The North Cowichan/Duncan Detachment will be set up the following initiatives in order to:

- Be accountable for our decisions and our actions to increase public trust;
- Balance the priorities of government, communities, and the BC RCMP;
- Consult with and implement processes and services that meet the needs of municipal, provincial, and Indigenous partners;
- Use data and business intelligence to manage our resources effectively, transparently, and accountably; and
- Employ our human and financial resources in a transparent and accountable manner.

ANNUAL PERFORMANCE PLAN 2021/2022

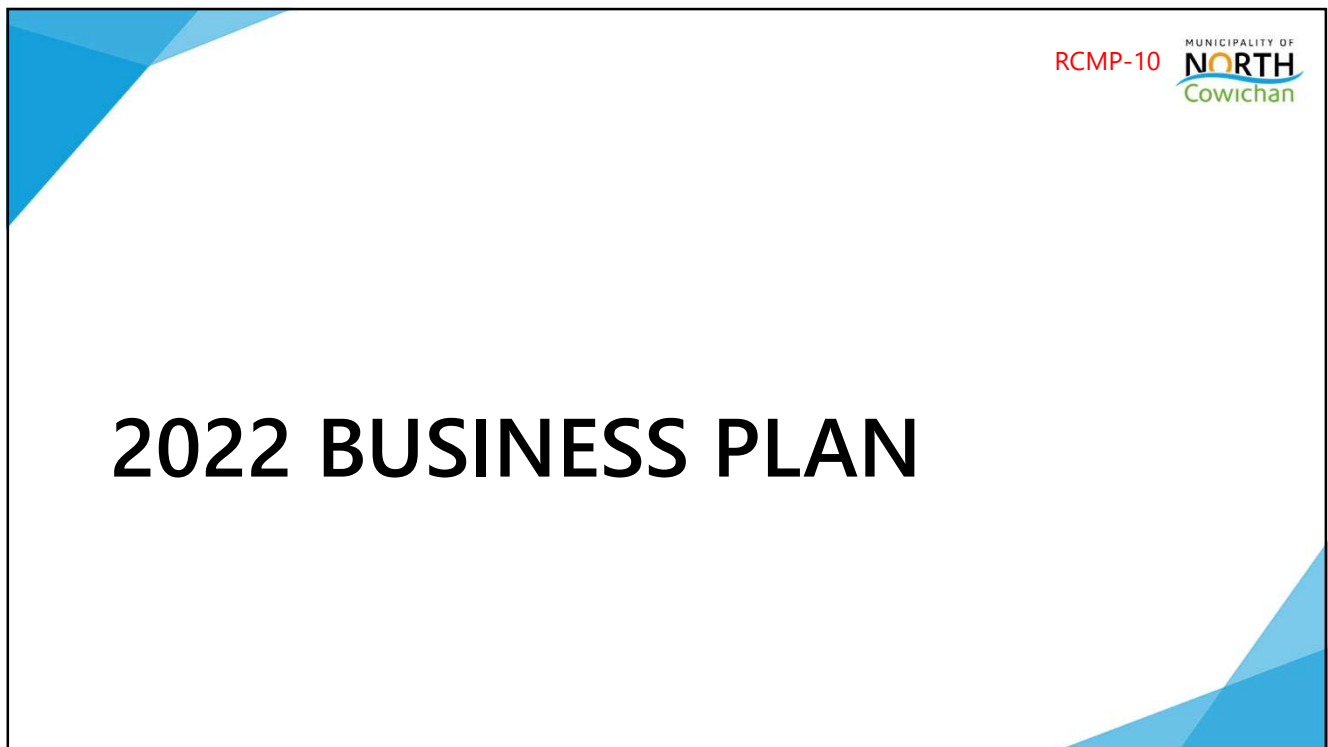
Employee Excellence and Workplace Culture

The North Cowichan/Duncan Detachment will champion the following:

- Advance efforts to improve the inclusiveness of our organization through enhanced awareness and action on issues such as systemic racism, cultural competency and humility, discrimination, and harassment;
- Prioritize the health, wellness, and resiliency of our employees;
- Provide training and professional development to support our employees; and
- Evolve our workforce strategies to be responsive to emerging challenges and needs.

RCMP DETACHMENT PROJECT

- Have completed RFP and awarded contract for Project Management
- Design Team in place
- Class D cost estimate \$49 million
- Preliminary Design started to get a firm budget
- Alternate approval process passed in June
- Detailed design started September



PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Build new RCMP Building <ul style="list-style-type: none"> • Design commenced • AAP complete • Tenders • Construction 	May 2020 July 2020 Oct 2020 Jan 2021	Operational Strategic Plan
Review RCMP service levels: <ul style="list-style-type: none"> • Community Safety Response Gap Analysis • Chemainus / Crofton Service Review 	2021	Council Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Implementation of North Cowichan/Duncan RCMP Detachment Annual Performance Plan <ul style="list-style-type: none"> Quarterly reporting 	April 2022	Operational Strategic Plan
RCMP to provide input into monthly Community Safety Response Model Reporting	Jan 2022	Operational Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Work towards improved consultation, coordination, integration and communication between the RCMP, municipalities, health and housing officials, not-for-profit groups, and other stakeholders; formalize a collaboration between housing, mental health services and local communities to address homelessness, addiction and mental health issues	Jan 2022	Operational Strategic Plan
RCMP to take part in a Stakeholder Communication Plan (Community Safety Response Model)	Jan 2022	Operational Strategic Plan

OPERATING BUDGET

RCMP-14



	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD
REVENUE					
RCMP	\$ 491,820	\$ 801,660	\$ 309,840	63%	\$ 288,590
TOTAL REVENUE	\$ 491,820	\$ 801,660	\$ 309,840	63%	\$ 288,590
EXPENSES					
RCMP	\$ 7,281,350	\$ 8,074,030	\$ 792,680	11%	\$ 3,386,333
TOTAL EXPENSES	\$ 7,281,350	\$ 8,074,030	\$ 792,680	11%	\$ 3,386,333



CLIMATE EMERGENCY PRIORITIES

RCMP Detachment



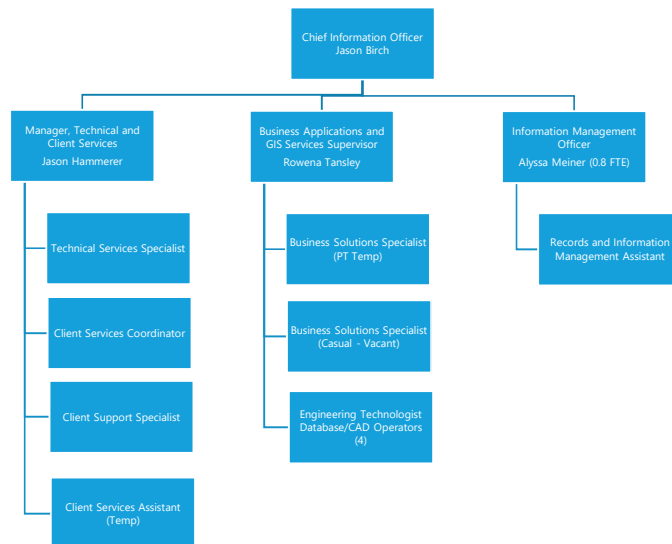
Green Municipal Grant (approximately \$1.5M)

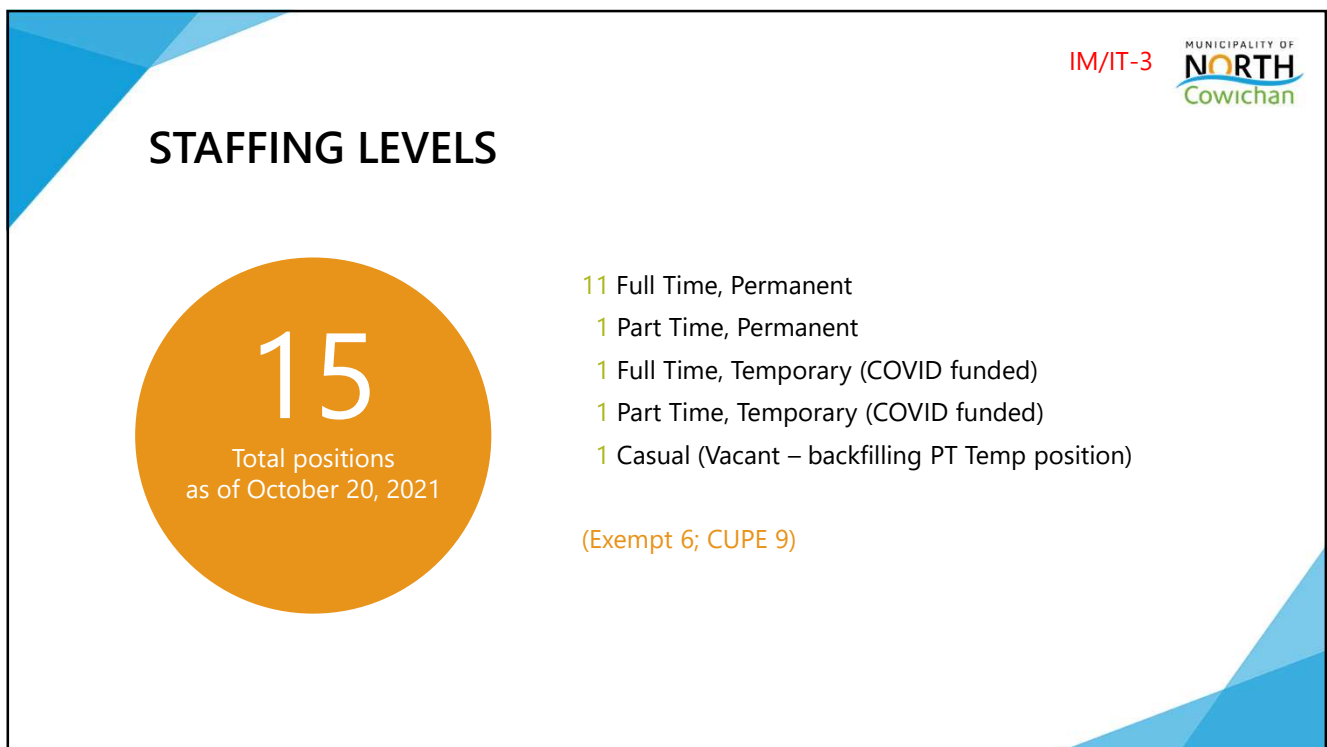
- North Cowichan applied for a grant for the net zero costs of the RCMP Building



ORGANIZATIONAL STRUCTURE

IM/IT-2



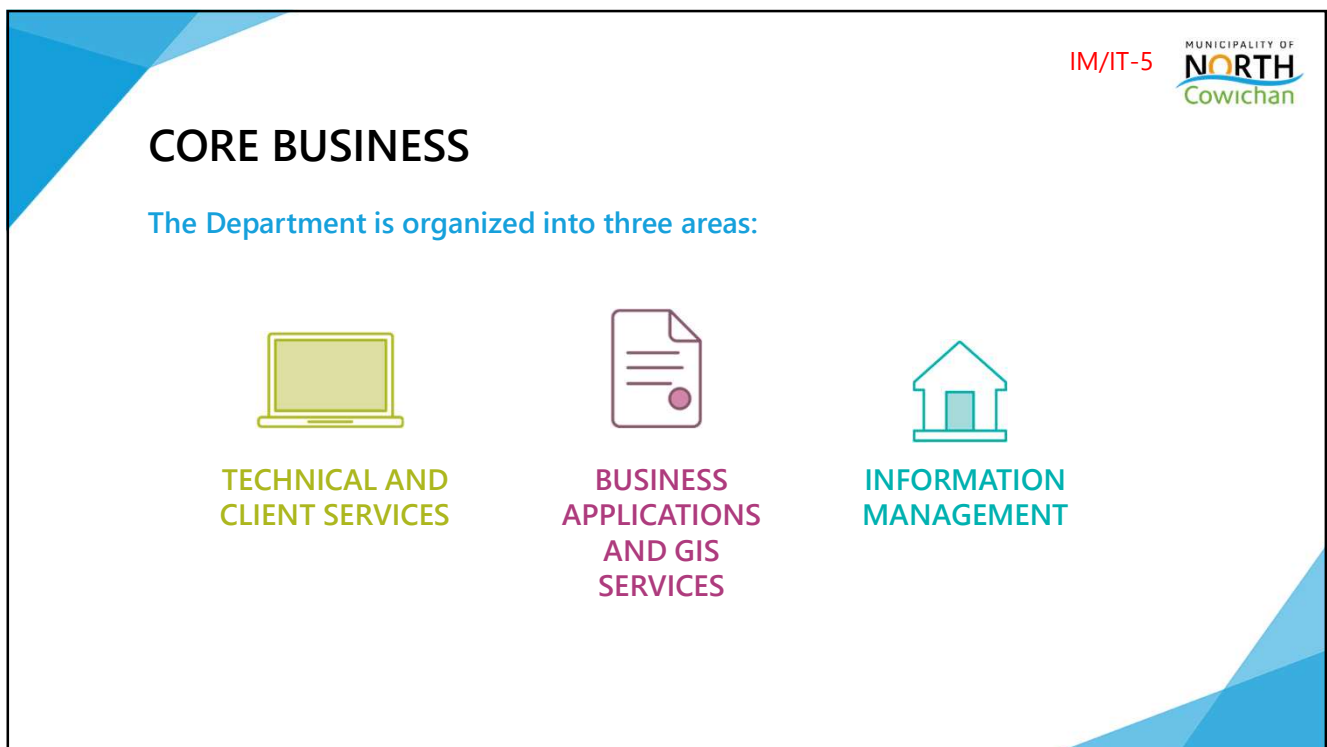


DEPARTMENT FOCUS

To provide secure and dependable information management, technology and geospatial/mapping services, working collaboratively with our internal partners to ensure efficient and effective citizen services.



IM/IT-4



TECHNICAL AND CLIENT SERVICES

5.0 FTE (Manager, Technical and Client Services; Technical Services Specialist; Client Services Coordinator; Client Support Specialist; Client Services Assistant)

Responsible for technical infrastructure and client services.

KEY SERVICES:

- **Client Requests:** resolve day-to-day desktop computing issues, printer support management, physical office moves/realignments, IT purchasing support.
- **Email and Communications Management:** first call support for mobile devices, telephone system management, email server management, spam and virus filtering management, Firewall, VPN and third-party service provider management.

TECHNICAL AND CLIENT SERVICES – CONT'D

- **Hardware and Software Maintenance:** upgrades of servers, security updates/patching, upgrades of major applications (ex. Windows, Exchange, Office).
- **Hardware and Software Asset Management:** 20 percent of desktop hardware replaced annually, cell phone management (replacement every 3 years), software lifecycle management, replacement of servers, network, telephone, CCTV and file storage systems.
- **Security Management:** centralized patch management, network configuration management, security policy testing, implementation, and enforcement, security system monitoring and configuration.
- **Council Meeting Support:** in-meeting audiovisual support and management of online video streaming equipment and services.

BUSINESS APPLICATIONS AND GIS SERVICES

5.5 FTE (Business Applications and GIS Services Supervisor; Business Solutions Specialist (0.5 FTE); Engineering Technologist Database/CAD Operators)

Responsible for core business application sustainment, online mapping and analysis.

KEY SERVICES:

- **Client Requests:** mapping to support business operations (e.g. planning reports, trails maintenance, parks signage, utility inspections).
- **Systems Maintenance:** perform regular upgrades and patching of corporate applications, GIS servers, configure and tune systems for optimal performance, monitor for degradation.

BUSINESS APPLICATIONS AND GIS SERVICES – CONT'D

- **Analysis:** develop reports providing insight into business operations, assist in use of corporate applications to answer business questions.
- **Asset Management:** develop and maintain attribution for cost, condition and risk of all utility capital assets, project replacement cost and year for infrastructure.
- **System Implementations:** introduce new applications or functionality to meet changing organizational requirements, working closely with internal clients.
- **Technology Business Process Consulting:** assist clients in improving their effectiveness through advanced use of existing technology.

INFORMATION MANAGEMENT

1.8 FTE (Information Management Officer (0.8 FTE); Records and Information Management Assistant)

Responsible for records management, privacy and freedom of information, as well as District leases and agreements.

KEY SERVICES:

- Records Management Processes and Training
- Privacy and FOI Responses
- Managing Agreements: includes reviewing, drafting, and coordinating legal review
- Sustaining and Supporting Electronic Records Management System
- Modernizing Records Management

KEY STATISTICS

Item	Total
Workstations	203
User Accounts	284
Servers (including Virtual)	62
Network-connected Sites	16
Smart Phones / Tablets	173

IM/IT-11



2022 BUSINESS PLAN

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Obtain updated digital orthophotography remote sensing in joint procurement with surrounding communities to support analysis and online mapping	2022	Operational Strategic Plan
Implement additional technology to improve disaster resiliency and capacity for remote work	2022	Operational Strategic Plan
Initiate Phase 1 (Planning and Content Review) of Website Renewal Project	2022	Operational Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Complete work-in-progress projects funded by COVID-19 Safe Restart Grant	2021	Operational Strategic Plan
Replace end-of-life telephone system components	2022	Operational Strategic Plan
Replace end-of-life backup server	2022	Operational Strategic Plan
Complete network component replacement required for improved security	2022	Operational Strategic Plan

OPERATING BUDGET – SUPPLEMENTAL BUDGET REQUEST:

- Purchase additional subscription-based security measures as part of ongoing security improvement program: \$30,000
- Purchase additional online backup services to reduce risk of catastrophic loss (e.g. ransomware): \$25,000
- Increase annual computer replacement budget to account for 2022 Council device replacements and to start transitioning to a laptop-first approach that will result in greater resiliency, remote work capacity, and longer-term cost reductions: \$35,000

OPERATING BUDGET - SUPPLEMENTAL BUDGET REQUESTS NET NEW STAFFING REQUEST

Position	Rationale	Implications of Deferment	Projects Deferred	Budget Impact
Business Solutions Specialist	<p>A single person with highly specialized skills supports critical software across the organization, for example: taxation, licensing, utilities, bylaws, inspections, field calls, fire department records, and online services.</p> <p>Increased use of technology has resulted in significant additional workload for this one person, and staff turnover would present significant risk to the organization.</p>	<p>This position has been identified as a gap since 2017, and appeared before Council in the 2020 and 2021 budget processes as a near-future need.</p> <p>With the exhaustion of the COVID-19 Safe Restart Grant, the additional part time term position that Council approved to assist in this area will no longer be funded.</p> <p>Not approving this position for 2023 will result in reduced service levels and ongoing risk during annual leave and significant risk in the case of staff turnover.</p>	<p>Asset Maintenance Management</p> <p>Front Counter Business Process Review</p> <p>Online access to and payment for development, subdivision, and building applications.</p> <p>Renewal of departmental business applications such as Cemetery management.</p>	<p>81K + benefits</p> <p>Source of funding:</p> <p>2022: No budgetary impact, would time recruitment in fourth quarter, and re-allocate consulting budget if required</p> <p>2023 and beyond: 75% General Revenue (taxation), 25% existing budget reallocation</p>

OPERATING BUDGET

IM/IT-17



	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD	Supplemental	\$ Change
REVENUE							
IT SERVICE	\$ 42,680	\$ -	\$(42,680)	-100%	\$ 58,703	\$ -	\$ -
TOTAL REVENUE	\$ 42,680	\$ -	\$(42,680)	-100%	\$ 58,703	\$ -	\$ -
EXPENSES							
IT and GIS	\$ 1,973,190	\$ 1,977,097	\$ 3,907	0%	\$ 1,481,048	\$ 90,000	\$93,907
Information Management	276,630	232,707	(43,923)	-16%	156,256	-	(43,923)
TOTAL EXPENSES	\$ 2,249,820	\$ 2,209,804	\$ (40,016)	-2%	\$ 1,637,303	\$ 90,000	\$49,984




IM/IT-19

MUNICIPALITY OF
NORTH
Cowichan


CLIMATE EMERGENCY PRIORITIES

Information Management / Information Technology




PRIORITY 1:

Support online alternatives to in-person services, resulting in fewer vehicle trips and improved resident service



PRIORITY 2:

Continue to support and improve remote work capabilities



PRIORITY 3:

Ongoing digitization of high-value records and reduce paper-based workflows

KEY PERFORMANCE INDICATORS

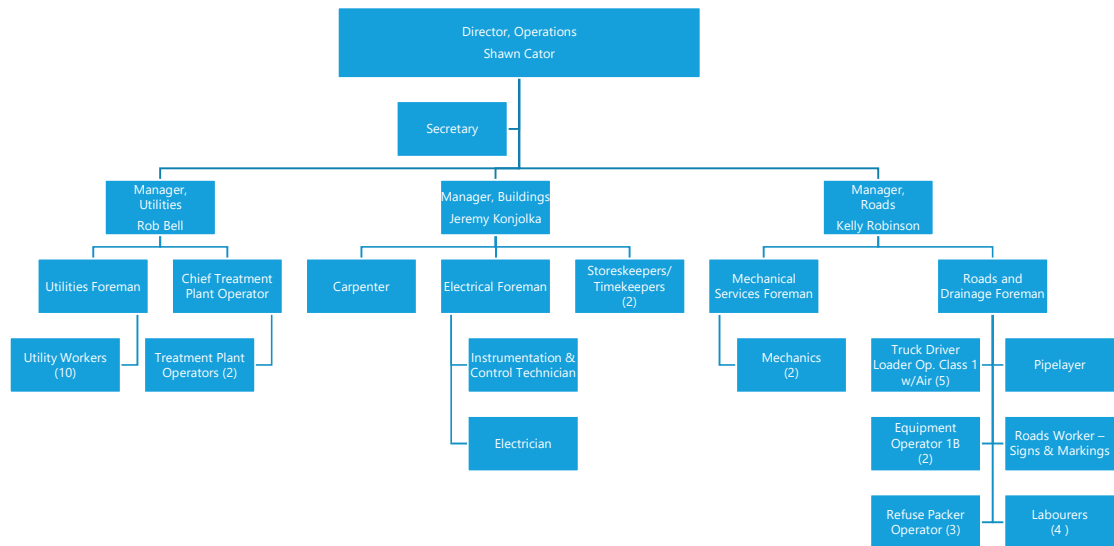
	2016	2017	2018	2019	2020	2021*
% of FOI requests within 30 days	97.5%	100%	98%	92%	100%	100%*
# of IT Help Desk tickets closed	3,206	3,662	4,164	4,814	4267**	5200*
# of Open Data sets	4	4	6	11	12	13*

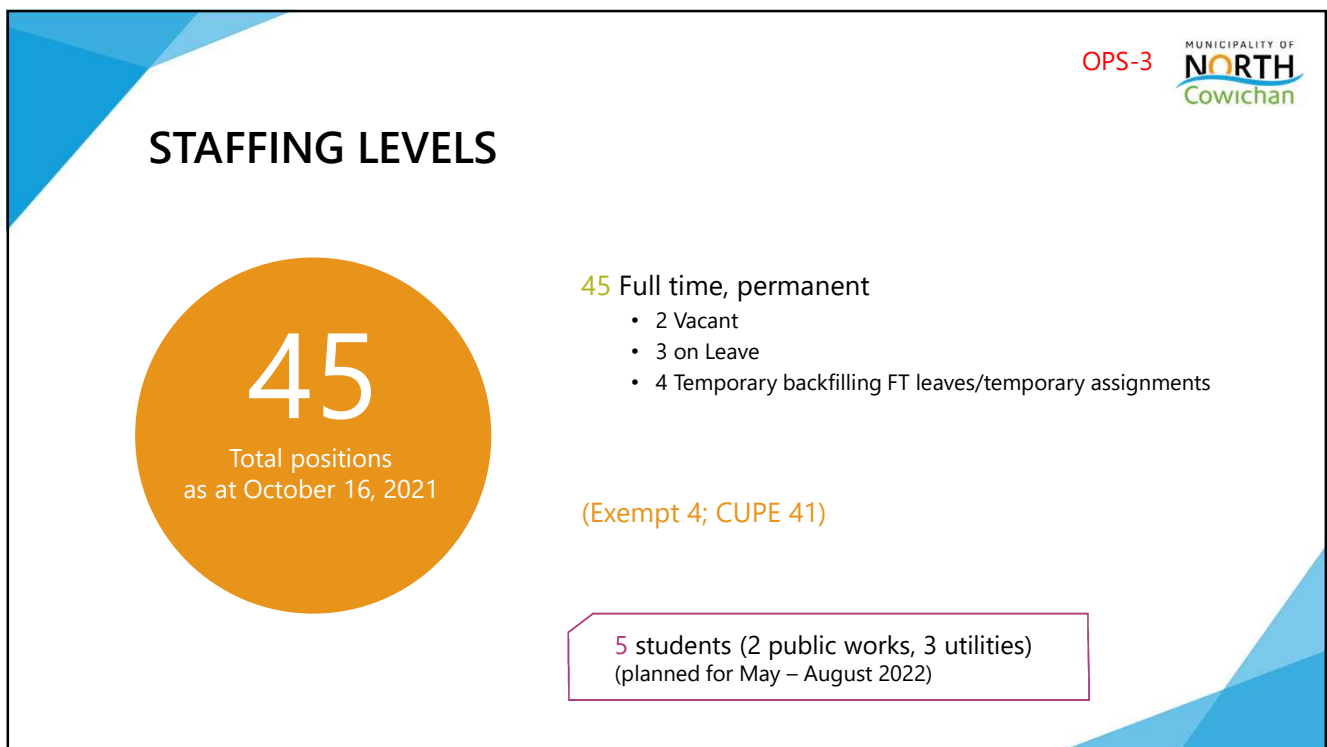
* 2021 indicators estimated at year end, based on current performance

** COVID-related workload resulting in decreased routine ticket closure



ORGANIZATIONAL STRUCTURE

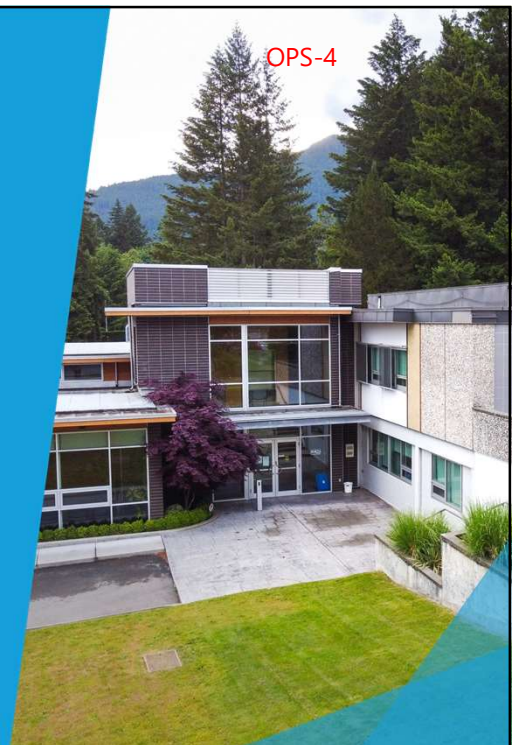


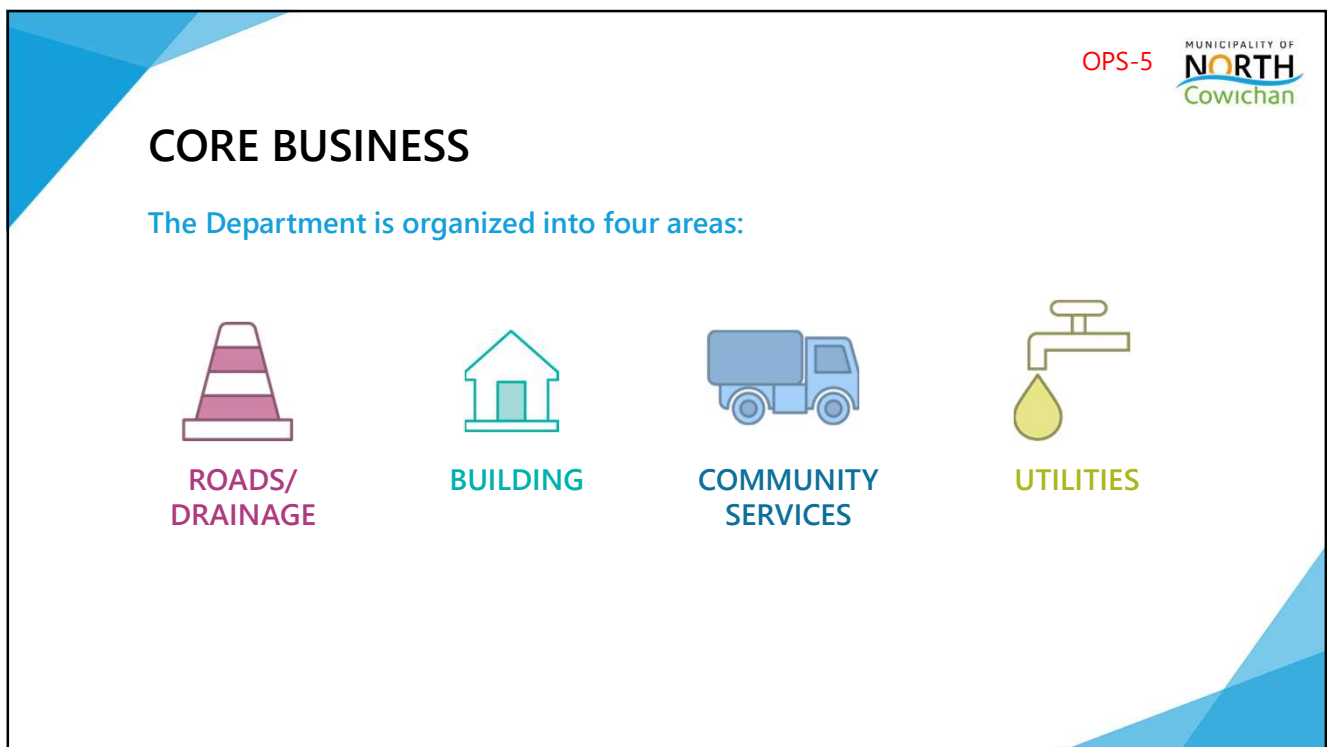


DEPARTMENT FOCUS

The Operations department is responsible for maintaining the Municipality's infrastructure seven days per week, which includes:

- **Roads/Drainage** (road and sidewalk maintenance; drainage maintenance; fleet management)
- **Utilities** (water distribution, wastewater and storm-water collection and treatment plants)
- **Community Services** (solid, organic and recycling collections)
- **Building** (facilities and building maintenance, electrical, scada timekeeper/storekeeper)





ROADS / DRAINAGE

21.0 FTE (Manager, Roads; Mechanical Services Foreman; Mechanics; Truck Driver/Loader Operators (Class 1 w/Air); Pipelayer; Equipment Operator 1B; Road Worker; Labourers)

Road and Sidewalk Maintenance

- Roads and bridges
- Concrete infrastructure and sidewalks
- Drainage and flood control
- Sign & Road Markings
- Snow and ice and other severe weather response, including preventative measures
- Management of internal capital construction projects.

STATS:

- 280 kms of roads
- 237 kms of sidewalks
- 150 kms of ditching
- 1,000 culverts to maintain (infrastructure deficit being addressed)
- 160 kms of storm pipes

ROADS / DRAINAGE – CONT'D

Fleet Maintenance (3 FTE)

- 3 Mechanics maintain 140 units which includes vehicles, heavy equipment and small equipment
- Fleet maintained to meet service level requirements
- Investigating electrification of fleet
- Fleet Management Software implemented in 2021

ROADS / DRAINAGE – CONT'D

Snow Fall Routes

- The Municipality is divided into nine snowplow routes for major snowfall response
- All roadways are included in the nine snowplow routes and are all plowed as required; routes normally take 12-14 hours to complete
- Residents are required to clean sidewalks in front of their property
- A brine application system was constructed in 2006; brine provides improved road surface conditions and allows for safer travel
- A one-day snow event occupies 14 pieces of equipment and 200 person hours
- Between November – March, the Municipality runs two-person crew night shifts seven days per week

BUILDING

7.0 FTE (Manager, Buildings; Electrical Foreman; Instrumentation and Control Technician; Electrician; Carpenter; Storeskeepers/Timekeepers)

Facilities and Building Maintenance:

- Maintenance of Municipally-owned facilities and buildings (including 2 RCMP, 4 Fire Halls, Municipal Hall, Operations Building)
- Stores, Warehouse, Fuel Purchases
- Radio communications, security, alarm, E-alert, Emergency Plan
- Adaptation to green technology as part of corporate GHG management

BUILDING – CONT'D

Electrical & Scada (3 FTE)

- Maintaining electrical systems in municipal building
- Developing and maintaining alarms and data for buildings, sewer and water facilities
- Maintaining electrical pumps, generator and systems for sewer and water
- Maintaining Municipal owned street lights
- Reviewing electrical design drawings related to development

UTILITIES

15.0 FTE (Manager, Utilities; Utilities Foreman; Utility Workers; Chief Treatment Plant Operator; Treatment Plant Operators)

- Utility (sewer, drain & water) maintenance, repair, and rehabilitation programs to sustain life-cycle of the asset
- Planning towards a maintenance management program for preventative maintenance of all Municipal infrastructure
- Emergency alarm & electronic monitoring system for pump stations and water system (SCADA)
- There are 7 independent, self-sustaining Utilities:
 - ❑ South End, Crofton and Chemainus Water System (+ new South End to Crofton system)
 - ❑ Maple Bay, Crofton, and Chemainus Sewer System + JUB

UTILITIES – CONT'D

- All systems are in good condition; meeting provincial standards for drinking water and wastewater effluent
- Yearly rate review and projections undertaken
- Management of Holyoak Lake, Crofton Lake dams which provide fish flows for Chemainus River and Richards Creek

FACT: The potential for boil advisories in the Chemainus River Water System has been vastly reduced due to year-round trial use operation of the Chemainus Wells.

UTILITIES – QUICK FACTS

Water

- 280 km of water mains
- 2 watersheds
- 5 dams
- 6 shallow wells
- 4 water treatment facilities
- 8 domestic water booster pump stations
- 14 reservoirs
- 25 pressure regulating/reservoir level control stations
- 893 fire hydrants
- 3,099 system valves
- 7,400 metered services
- Extensive supervisory control and data acquisition system (SCADA)
- 38 standby generators

Key activities:

- Safeguards in place to ensure water quality including extensive real time monitoring, SCADA, and routine sampling and testing programs.

UTILITIES – QUICK FACTS

Sewer

- 150 kilometers of sanitary sewer mains
- 4 wastewater treatment facilities
- 3 deep sea and 1 river outfall
- 23 sanitary lift stations
- 800 manholes

COMMUNITY SERVICES

3 FTE Refuse Packer Operators

Solid, Organic and Recycling Collections

- Provide residential solid waste collection, including weekly collection of food waste, and bi-weekly garbage and recyclables
- Working with Recycle BC to reduce contamination of residential curbside recycling and promoting waste reduction.
- Reducing GHG emissions through curbside organics program

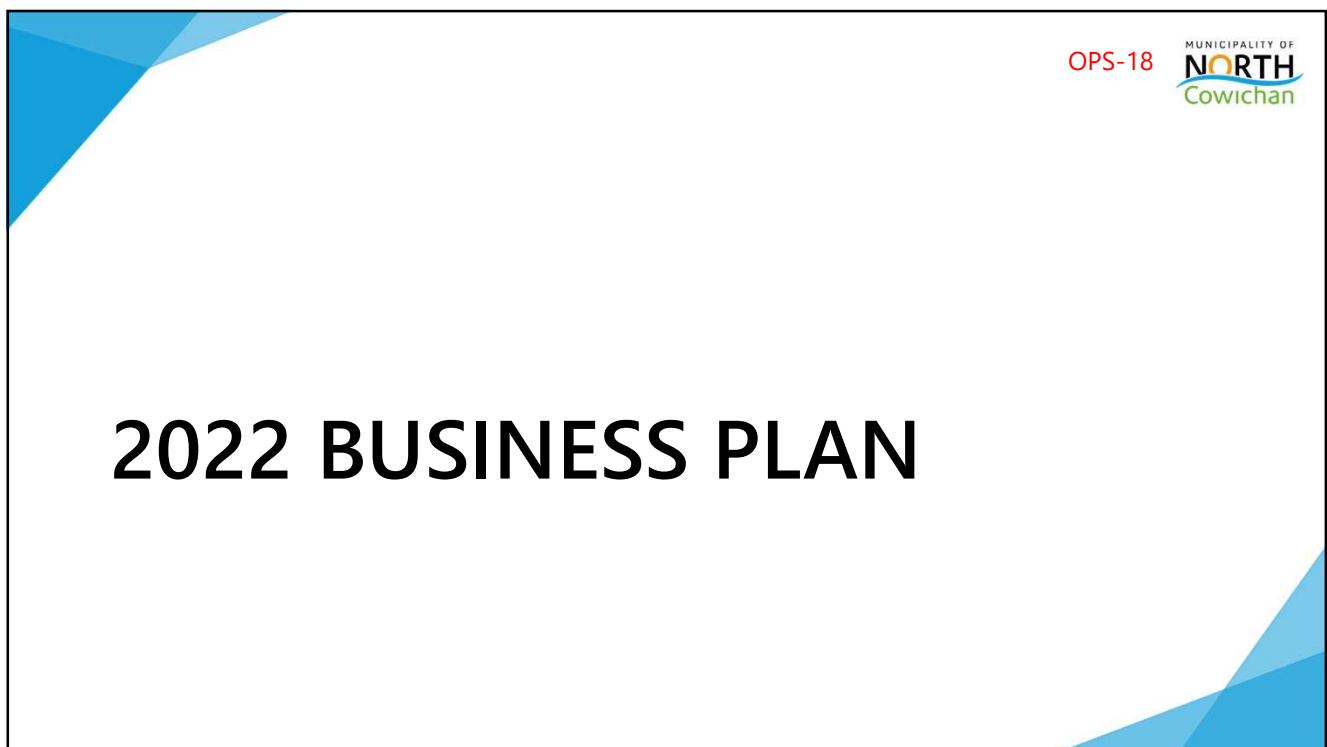
COMMUNITY SERVICES – CONT'D

- Beginning May 2014, the Municipality entered into an agreement with Recycle BC where the Municipality receives a fee per household for providing recycling services
- For 2021, the revenue from Recycle BC is \$393,770 for the year
- Garbage user fees in 2021 were \$111.00 per household, covering garbage collection and food waste collection

COMMUNITY SERVICES – CONT'D

KEY RESPONSIBILITIES:

- Provide service to over 10,160 homes
- Average of 1,397 tonnes of organics (417 tonnes GHG emissions reduction)
- Average of 1,584 tonnes of garbage in 2020
- The contract service for curbside recycling collection with Waste Connections in 2021 is \$260,700 per year



PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Study potential options for replacement of Maple Bay Wharf, including consultation with public to identify other uses for aged-out facility (fishing pier, kayak launch).	2021	Council Strategic Plan
Develop long term strategy for managing building assets owned by North Cowichan (Municipal Hall, Operations, Fire Halls, Community Halls)	2021	Operational Strategic Plan
Energy Audit for Municipal Buildings. Investigate potential replacement of municipal building components that will have associated energy savings, water reduction and reduction of GHG emissions.	2022	Climate Action Energy Plan Operational Strategic Plan
Public Works Building Upgrade. Finalize conceptual design drawings and cost estimates for replacement of 1953 building and budget for detailed design	2022	Operational Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Municipal Building Capital Improvement Plan. Using the facility assessment report for Municipal buildings (excluding Recreation) develop a 5 to 10 year replacement and upgrade plan.	2022	Operational Strategic Plan
Crofton Fire Building Upgrade. Coordinate the design and construction of a new building to replace the existing south facility building.	2022	Operational Strategic Plan

OPERATING BUDGET - SUPPLEMENTAL BUDGET REQUESTS

Item	Budget Increase	Current Budget	Rationale
Storm Videoing	\$25,000	\$12,000	The current budget allows for videoing of 6km, of 160km. Videoing assists in determining capital storm projects.
Solar Crosswalk Maintenance	\$10,000	\$0.00	Several solar crosswalks have been installed over the last few years. The batteries need to be replaced after about five years.
Traffic Calming	\$20,000	\$20,000	A consultant is reviewing over 50 requests for traffic calming. It is anticipated that several installations will be recommended.

OPERATING BUDGET - SUPPLEMENTAL BUDGET REQUESTS

Item	Budget Increase	Current Budget	Rationale
Pest Control	\$12,000	\$0.00	Elimination of anticoagulant will increase pest control at the Municipal Hall, Work Yard, RCMP and Chemainus Safety Building by \$12,000.00 total.
Roof Maintenance	\$15,000	\$0.00	Annual maintenance of roofs at the Municipal Hall, Public Works, RCMP and Fire Halls. Includes removal of debris and clearing drains.

OPERATING BUDGET – PUBLIC WORKS

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD	Supplemental	\$ Change
REVENUE							
Garbage and Recycling	\$ 1,529,500	\$ 1,564,580	\$ 35,080	2%	\$ 1,412,779	\$ -	\$ 35,080
Sales of Service	196,380	226,700	30,320	15%	489,409	-	30,320
Wharves	191,240	208,510	17,270	9%	199,886	-	17,270
TOTAL REVENUES	\$ 1,917,120	\$ 1,999,790	\$ 82,670	4%	\$ 2,102,074	\$ -	\$ 82,670
EXPENSES							
Administration	\$ 761,240	\$ 739,145	\$ (22,095)	-3%	\$ 637,966	\$ 27,000	\$ 4,905
Garbage and Recycling	1,419,560	1,449,365	29,805	2%	1,087,935		29,805
Roads and Drainage	3,587,040	3,662,923	75,883	2%	3,050,209	55,000	130,883
Wharves	183,600	177,003	(6,597)	-4%	123,957		(6,597)
TOTAL EXPENSES	\$ 5,951,440	\$ 6,028,436	\$ 76,996	1%	\$ 4,900,067	\$ 82,000	\$ 158,996

OPERATING BUDGET – CHEMAINUS WATER

OPS-24  MUNICIPALITY OF NORTH COWICHAN

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD
REVENUE					
Parcel Tax	\$ 751,610	\$ 794,200	\$ 42,590	6%	\$ 748,437
Sales of Service	815,240	838,980	23,740	3%	815,240
Gas Tax Revenue	100,000	100,000	-	0%	100,000
Other	311,790	318,030	6,240	2%	318,030
TOTAL REVENUES	\$ 1,978,640	\$ 2,051,210	\$ 72,570	4%	\$ 1,981,707
EXPENSES					
Operating	\$ 977,380	\$ 1,253,440	\$ 276,060	28%	\$ 1,552,131
Capital	990,000	310,000	(680,000)	-69%	721,470
Debt	134,180	134,180	-	0%	139,749
Amortization	311,790	318,030	6,240	2%	-
TOTAL EXPENSES	\$ 2,413,350	\$ 2,015,650	\$ (397,700)	-16%	\$ 2,413,350
TRANSFER TO (FROM) RESERVE	\$ (434,710)	\$ 35,560	\$ 470,270	-108%	\$ (431,643)

OPERATING BUDGET – CROFTON WATER

OPS-25  MUNICIPALITY OF NORTH COWICHAN

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD
REVENUE					
Parcel Tax	\$ 228,030	\$ 239,940	\$ 11,910	5%	\$ 226,464
Sales of Service	494,520	516,160	21,640	4%	522,225
Grants	700,000	-	(700,000)	-100%	-
Gas Tax Revenues	100,000	150,000	50,000	50%	100,000
Other	179,700	183,290	3,590	2%	-
TOTAL REVENUES	\$ 1,702,250	\$ 1,089,390	\$ (612,860)	-36%	\$ 848,689
EXPENSES					
Operating	\$ 561,120	\$ 573,687	\$ 12,567	2%	\$ 358,541
Capital	2,500,000	404,000	(2,096,000)	-84%	129,092
Debt	29,730	29,730	-	0%	29,723
Amortization	179,700	183,290	3,590	2%	-
TOTAL EXPENSES	\$ 3,270,550	\$ 1,190,707	\$ (2,079,843)	-64%	\$ 517,356
TRANSFER TO (FROM) RESERVE	\$ (1,568,300)	\$ (101,317)	\$ 1,466,983	-94%	\$ 331,333

OPERATING BUDGET – SOUTH END WATER

OPS-26  MUNICIPALITY OF NORTH Cowichan

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD
REVENUE					
Parcel Tax	\$ 1,269,270	\$ 1,316,690	\$ 47,420	4%	\$ 1,280,427
Sales of Service	1,490,710	1,499,430	8,720	1%	1,533,046
Grants	-	-	-	-	-
DCC's	85,000	85,000	-	0%	-
Other	703,800	717,880	14,080	2%	-
TOTAL REVENUES	\$ 3,548,780	\$ 3,619,000	\$ 70,220	2%	\$ 2,813,473
EXPENSES					
Operating	\$ 1,783,700	\$ 1,980,574	\$ 196,874	11%	\$ 1,550,345
Capital	1,616,000	5,286,350	3,670,350	227%	128,505
Debt	40,510	27,570	(12,940)	-32%	40,503
Amortization	703,800	717,880	14,080	2%	-
TOTAL EXPENSES	4,144,010	8,012,374	\$ 3,868,364	93%	\$ 1,719,354
TRANSFER TO (FROM) RESERVE	\$ (595,230)	\$ (4,393,374)	\$ (3,798,144)	638%	\$ 1,094,119

OPERATING BUDGET – CHEMAINUS SEWER

OPS-27  MUNICIPALITY OF NORTH Cowichan

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD
REVENUE					
Parcel Tax	\$ 926,070	\$ 951,070	25,000	3%	\$ 922,701
Sales of Service	313,460	319,650	6,190	2%	364,771
Interest	66,370	25,090	(41,280)	-62%	4,739
Other	302,760	308,820	6,060	2%	-
TOTAL REVENUES	\$ 1,608,660	\$ 1,604,630	\$ (4,030)	0%	\$ 1,292,212
EXPENSES					
Operating	\$ 1,173,770	\$ 1,249,452	\$ 75,682	6%	\$ 604,745
Capital	254,510	934,000	679,490	267%	3,175
Debt	6,870	6,880	10	0%	6,877
Amortization	302,760	308,820	6,060	2%	-
TOTAL EXPENSES	\$ 1,737,910	\$ 2,499,152	\$ 761,242	44%	\$ 614,797
TRANSFER TO (FROM) RESERVE	\$ (129,250)	\$ (894,522)	\$ (765,272)	592%	\$ 677,415

OPERATING BUDGET – CROFTON SEWER

OPS-28  MUNICIPALITY OF NORTH COWICHAN

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD
REVENUE					
Parcel Tax	\$ 384,700	\$ 398,040	\$ 13,340	3%	\$ 382,448
Sales of Service	311,620	317,180	5,560	2%	324,812
Interest	32,410	16,560	(15,850)	-49%	3,123
DCC's	-	90,000	90,000		-
Other	169,490	172,880	3,390	2%	-
TOTAL REVENUES	\$ 898,220	\$ 994,660	\$ 96,440	11%	\$ 710,383
EXPENSES					
Operating	\$ 571,070	\$ 589,297	\$ 18,227	3%	\$ 315,593
Capital	240,000	1,119,348	879,348	366%	1,361
Amortization	169,490	172,880	3,390	2%	-
TOTAL EXPENSES	\$ 980,560	\$ 1,881,525	\$ 900,965	92%	\$ 316,954
TRANSFER TO (FROM) RESERVE	\$ (82,340)	\$ (886,865)	\$ (804,525)	977%	\$ 393,430

OPERATING BUDGET – SOUTH END SEWER

OPS-29  MUNICIPALITY OF NORTH Cowichan

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD
REVENUE					
Parcel Tax	\$ 1,342,830	\$ 1,405,590	\$ 62,760	5%	\$ 1,344,299
Sales of Service	1,243,880	1,281,050	37,170	3%	1,247,748
Interest	234,040	92,620	(141,420)	-60%	16,368
DCC's, Grants, JUB Partners	1,380,570	5,811,430	4,430,860	321%	-
Other	420,220	428,620	8,400	2%	-
TOTAL REVENUES	\$ 4,621,540	\$ 9,019,310	\$ 4,397,770	95%	\$ 2,608,414
EXPENSES					
Operating	\$ 1,806,350	\$ 1,773,996	(32,354)	-2%	\$ 1,091,053
Capital	419,000	8,676,593	8,257,593	1971%	59,706
Debt	56,100	56,120	20	0%	57,566
Amortization	420,220	428,620	8,400	2%	-
TOTAL EXPENSES	\$ 2,701,670	\$ 10,935,329	\$ 8,233,659	305%	\$ 1,208,325
TRANSFER TO (FROM) RESERVE	\$ 1,919,870	\$ (1,916,019)	\$ (3,835,889)	-200%	\$ 1,400,090

OPERATING BUDGET – MAPLE BAY SEWER

OPS-30  MUNICIPALITY OF NORTH COWICHAN

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD
REVENUE					
Parcel Tax	\$ 71,400	\$ 72,830	\$ 1,430	2%	\$ 71,003
Sales of Service	25,500	26,010	510	2%	35,053
Other	98,200	98,200	-	0%	-
TOTAL REVENUES	\$ 195,100	\$ 197,040	\$ 1,940	1%	\$ 106,057
EXPENSES					
Operating	\$ 71,090	\$ 72,500	\$ 1,410	2%	\$ 40,760
Amortization	98,200	98,200	-	0%	-
TOTAL EXPENSES	\$ 169,290	\$ 170,700	\$ 1,410	1%	\$ 40,760
TRANSFER TO (FROM) RESERVE	\$ 25,810	\$ 26,340	\$ 530	2%	\$ 65,297

CAPITAL BUDGET – SUPPLEMENTAL BUDGET REQUESTS

OPS-31



Actions / Projects	Budget	Rationale
Chemainus salt shed replacement	\$100,000	Major crack in retaining wall was investigated by an engineer and replacement of structure is recommended.
Works yard salt containment and wash down construction	\$150,000	Regulations for the management of road salt recommends installation of a containment area to prevent material from entering the drainage system.
Chemainus Community Policing Access	\$85,000	The new office located in the Chamber of Commerce building requires improvements to accessibility. There is an accessibility grant available that the Municipality could apply for as a co-applicant.
SE Fire Hall Roof	\$335,000	In 2021 a consultant designed a roof replacement and estimated the cost at \$465,000. The capital budget allotted in 2021 was \$130,000.



OPS-33

MUNICIPALITY OF
NORTH
Cowichan

CLIMATE EMERGENCY PRIORITIES

Operations

PRIORITY 1:

Investigate water consumption rates for residents and businesses and determine a strategy to improve water conservation.

PRIORITY 2:

Implement the 2021 Electric Fleet Strategy by earmarking part of the 2022 Equipment Replacement Capital Budget.

PRIORITY 3:

Reducing the contaminants in curbside recycling by implementing the Contamination Remediation Plan.

KEY PERFORMANCE INDICATORS

Customer Satisfaction

	2019
Customer satisfaction with drinking water	89%
Customer satisfaction with curbside collection	88%
Customer satisfaction with snow clearing	83%
Customer satisfaction with road maintenance	79%

* A citizen satisfaction survey was performed in 2019, and will be performed again in 2022

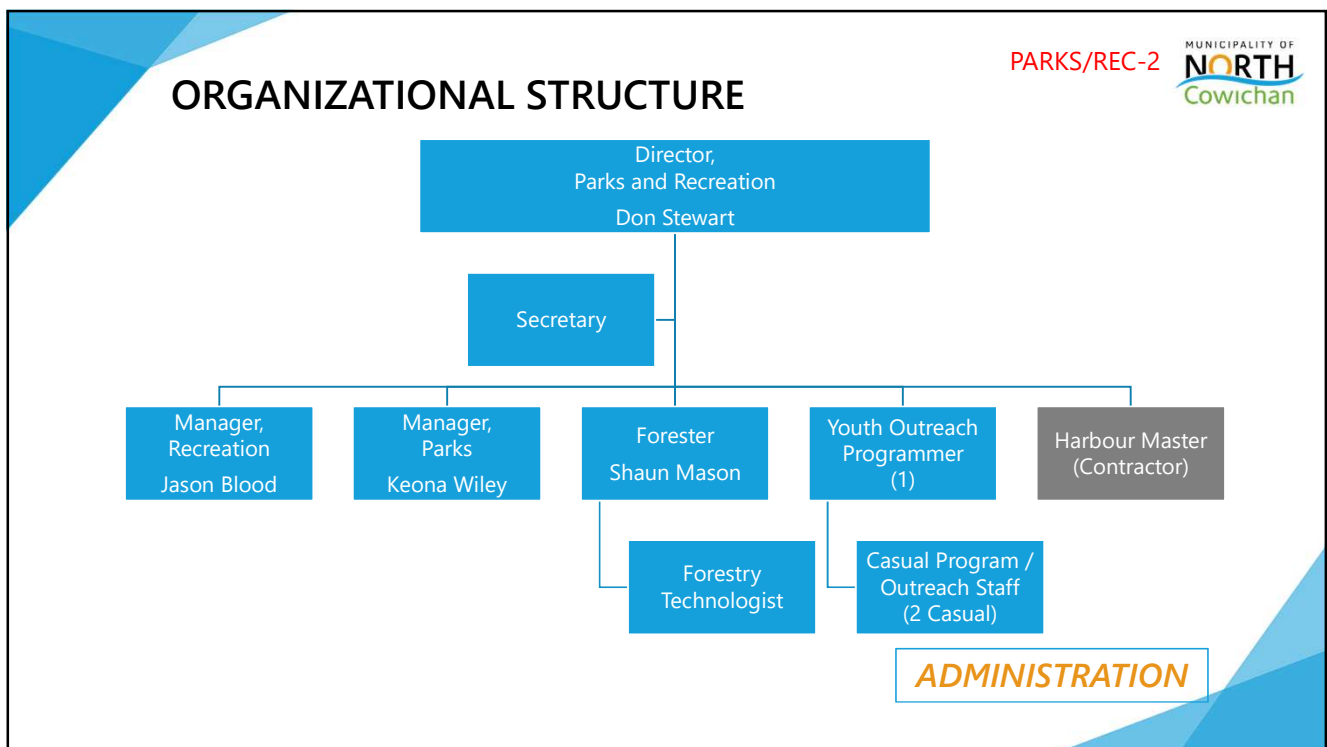
KEY PERFORMANCE INDICATORS

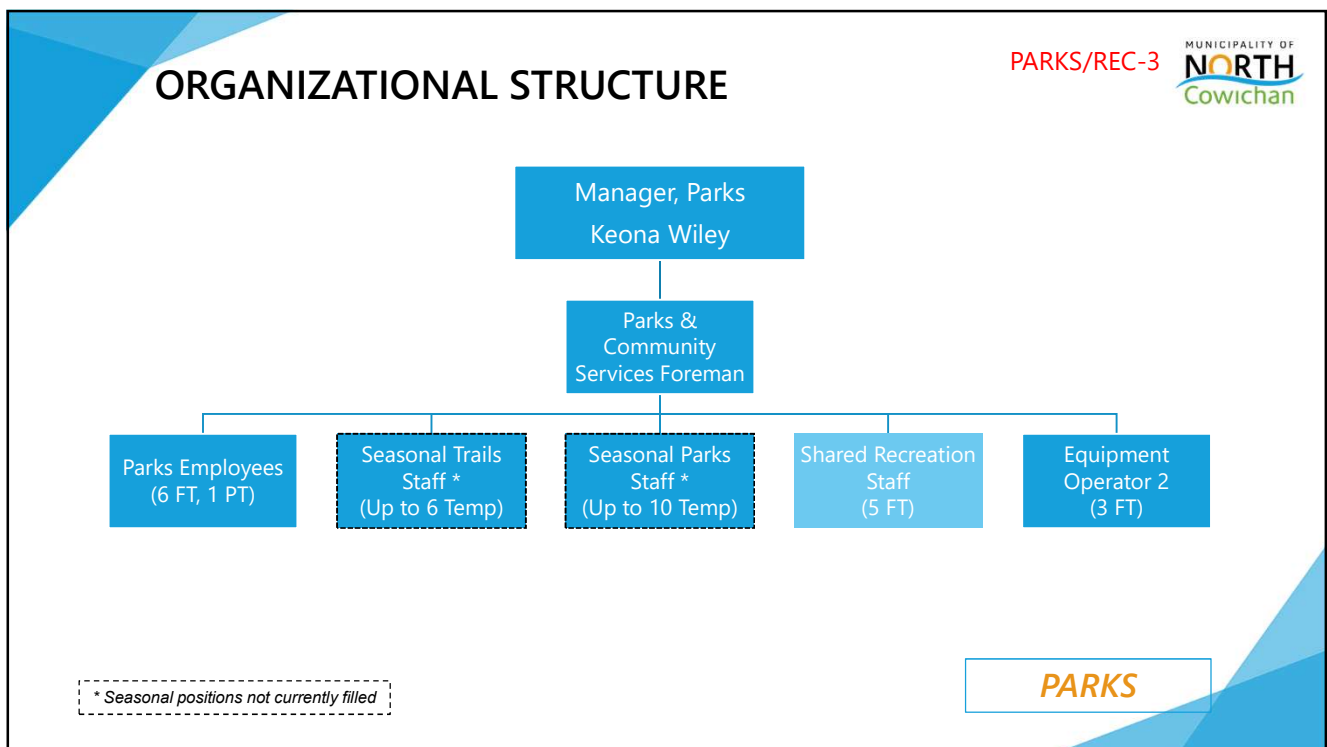
Annual Tracking

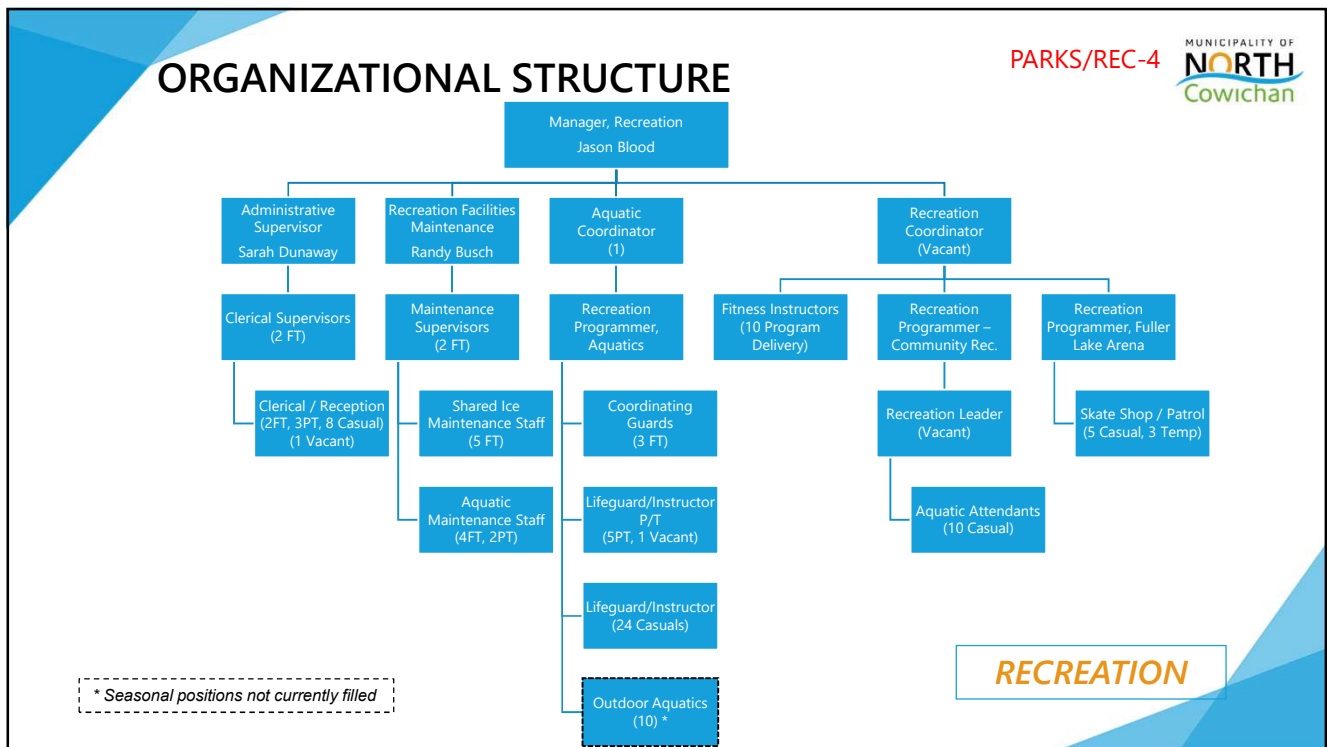
	2017	2018	2019	2020	2021 YTD*
Curbside collection issues	106	107	268	267	88
Potholes complaints	N/A	17	54	34	35
Snow and ice complaints	3	3	46	12	4
Water quality	33	23	36	42	32
Building maintenance issues	105	60	56	38	139
Total # of calls for service	2,530	2,486	3,246	2,722	2,586

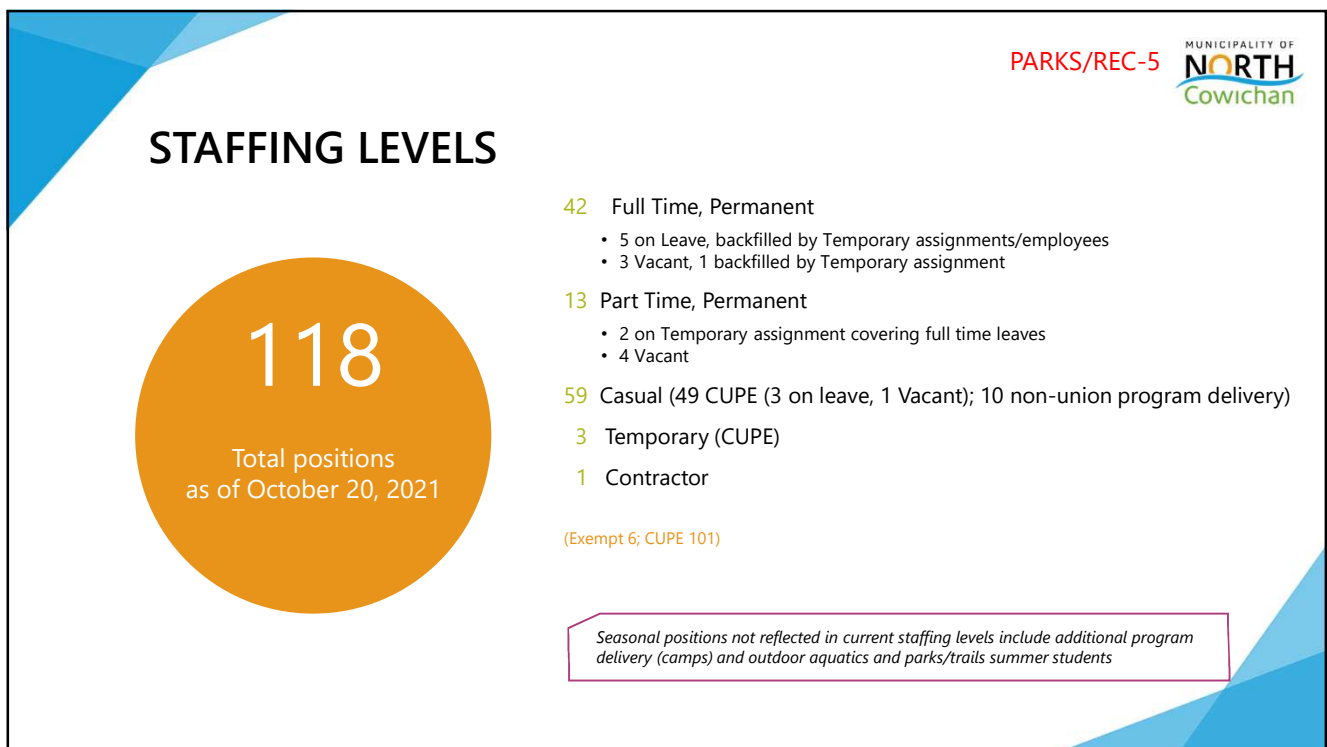
* as of October 4

















PARKS/REC-6

MUNICIPALITY OF
NORTH
Cowichan

CORE BUSINESS

The Department is organized into six areas:

	FACILITY BASED RECREATION		FORESTRY
	COMMUNITY BASED RECREATION/ OUTREACH		HARBOURS AND WATER ACCESS
	PARKS AND TRAILS		CEMETERY OPERATIONS

DEPARTMENT FOCUS

Manages, facilitates and/or operates:

- Indoor recreation facilities
- Parks, trails, and outdoor sports/athletic fields
- Municipal Forest Reserve
- Community & recreational program delivery
- Community events
- Cemeteries
- Collaboration / cooperation with recreation & community partners
- Facilitates recreation through leasing out of municipal facilities to community groups
e.g. Maple Bay Rowing Club, Cowichan Sportsplex

PARKS/REC-7



FACILITY BASED RECREATION

Cowichan Aquatic Centre | Fuller Lake Arena | Crofton Outdoor Pool

Focus

- Improving drop-in / user group access
- Provide learn to swim / skate opportunities
- Provide fitness development programs
- Liaison with community recreation providers / agencies
- Recreation management software
- Facility life cycling management (capital and operational)
- Return of staffing

FORESTRY

Forest Reserves | Managed Forest Lands | Mountain Based Recreational Trails

Focus

- Separate presentation

PARKS/REC-9



COMMUNITY BASED RECREATION / OUTREACH

Youth Outreach | Community Programming | Outdoor Aquatics

Focus

- Youth Outreach
 - Chemainus High School
 - Creating presence in Crofton
 - Working on permanent space(s)
- Community Programming
 - Parks based programs
 - Daycamps
 - Fuller Lake Park summer operations

HARBOURS AND WATER ACCESS

Chemainus Wharf | Crofton Wharf | Maple Bay Wharf | Water Access Points

Focus

- Management & Oversight of Wharfs
 - Day to day operation
 - Public access management
 - Contract operation
 - Lifecycle maintenance
- Water Access Points
 - Sustain / increase lake, river and ocean accesses
 - Wayfinding

PARKS AND TRAILS

Parks & Sportsfields | Mountain Based Recreational Trails | Urban / Rural Trails

Focus

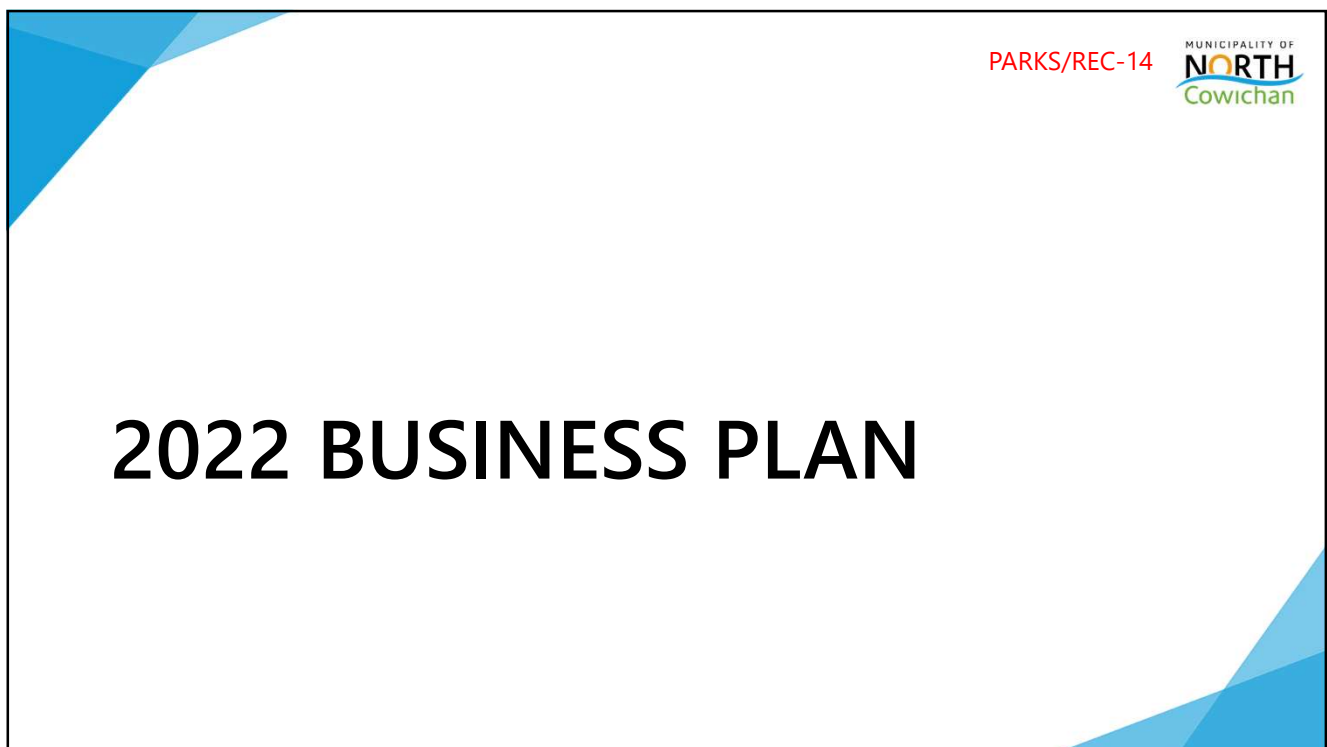
- Parks & Sportsfields Operation
 - Parks Maintenance Policy
 - Sustaining inspection / maintenance levels
- Existing Trails Operation
 - Sustaining inspection / maintenance levels
 - Continued increase in usage
- Future Trails Sanctioning
 - Mount Prevost
 - Mount Richards

CEMETERY OPERATIONS

Mountain View Cemetery | Pioneer Cemetery

Focus

- Manage Lands
 - Grounds Maintenance
 - Internment processes
- Manage Internments Process
 - Consumer Protection Act Requirements
 - Manage Documentation and Long Term Sustainability



PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Continued Implementation of Parks and Trails Master Plan: <ul style="list-style-type: none"> • Expansion of off leash dog areas • Signage and way finding (mountains) • Sanctioning of recreational trails Mount Richards (equine and hiking trails) • Wayfinding for parks 	2020	Parks and Trails Master Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Development of a long term cemetery services plan, taking into consideration: <ul style="list-style-type: none"> • future growth planning • green burial practices / scattering garden • maintenance management • environmental considerations • cost recovery / long term sustainability • consideration for public online access 	2022	Council Strategic Plan

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
Continued support for the CVRD wide referendum on Regional Recreation	2021	Council Strategic Plan CVRD Regional Recreation Strategy

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
<p>Review environmental practices across all department streams (external and internal facing):</p> <ul style="list-style-type: none"> Sanction trails on Mount Prevost / Mount Richards – work with existing trail partners and develop new ones Extend integration of environmental baseline messaging / best practices to parks and trails users. Start review of electric parks equipment for 2022 small tool implementation. 	2021	<p>Council Strategic Plan</p> <p>Parks and Trails Master Plan</p>

PROJECTED BUSINESS PLAN DELIVERABLES

Actions / Projects	Start Date	Strategic Alignment
SPORTS WALL OF FAME <ul style="list-style-type: none"> • 2022 event (originally 2021 – postponed single year) • Completion of move and entrance way markers 	2022	Council Strategic Plan
PARKS MAINTENANCE POLICY <ul style="list-style-type: none"> • Implementation • Select site meetings • Future parks maintenance costing 	2021	Council Strategic Plan. Parks & Trails Master Plan

CAPITAL BUDGET – 2022 PROJECTS CHILDCARE

LOCATION	DESCRIPT.	2022 COST	FUNDING
South End	Single childcare facility – all ages	\$3.0 million	Grant Funding
North End	Single childcare facility – targeted for infant / toddler primary	\$1.75 million	Grant Funding
TOTALS		\$4.75 million	

OPERATING BUDGET – SUPPLEMENTAL BUDGET REQUEST

Cemetery Services Plan

Additional Costs - \$75,000

- Current Operations Review
- Best Practices Guideline
- Future Land Use Concept Plans
- Community engagement
- Public Records Access

OPERATING BUDGET – SUPPLEMENTAL BUDGET REQUEST

Mount Prevost Road Maintenance (\$20k)

- Improving mainline to satellite road
- Creating better turnaround
- Coincides with trail sanctioning

Sports Wall of Fame (\$35k)

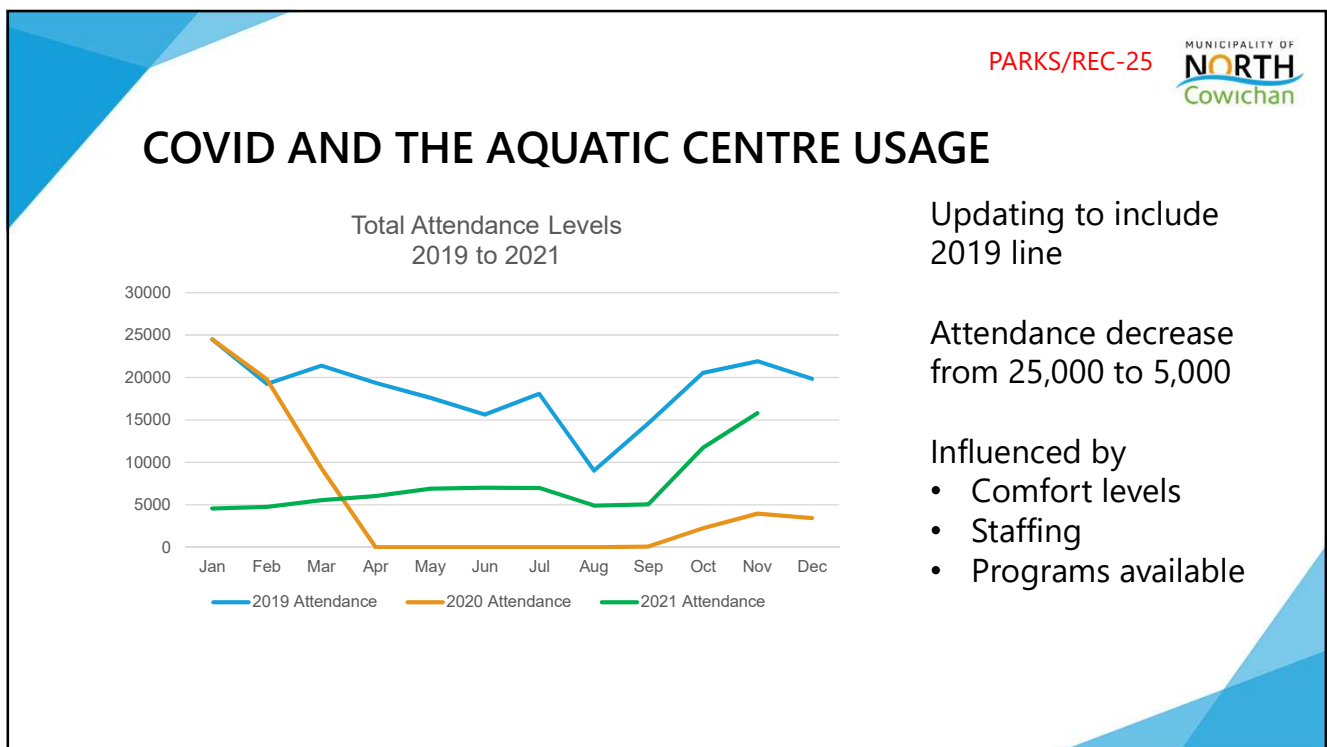
- Biannual event
- Postponed 2021 to 2022
- Complete entranceway plaques

OPERATING BUDGET - PARKS

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD	Supplemental	\$ Change
EXPENSES							
Administration	\$ 158,890	\$ 78,509	\$ (80,381)	-51%	\$ 139,967	\$ 35,000	\$ (45,381)
Parks	1,022,030	1,021,268	(762)	0%	842,494	-	(762)
Sportsfields	551,990	633,103	81,113	15%	406,956	-	81,113
Trails	415,850	363,569	(52,281)	-13%	341,259	20,000	(32,281)
TOTAL EXPENSES	\$ 2,148,760	\$ 2,096,449	\$ (52,311)	-2%	\$1,730,677	\$ 55,000	\$ 2,689

OPERATING BUDGET – COWICHAN AQUATIC CENTRE

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD
OPERATING REVENUES AND EXPENSES					
Revenue	\$ 579,840	\$ 1,138,450	\$ 558,610	96%	\$ 371,456
Expenditures	3,526,560	3,953,830	427,270	12%	2,204,165
NET OPERATING	\$(2,946,720)	\$ (2,815,380)	\$ 131,340	-4%	\$ (1,832,709)
FUNDING					
North Cowichan	\$ 2,382,600	\$ 2,292,888	\$(89,712)	-4%	\$ 1,442,401
Duncan	366,520	342,551	(23,969)	-7%	209,999
CVRD Areas & Cowichan Tribes	197,600	179,939	(17,661)	-9%	180,309



OPERATING BUDGET – FULLER LAKE ARENA

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD
Revenues	\$ 151,630	\$ 262,670	\$ 111,040	73%	\$ 111,473
Expenses	999,440	1,043,732	\$ 44,292	4%	750,742
TOTAL EXPENSES	\$ (847,810)	\$ (781,062)	\$ 66,748	-8%	\$ (639,269)

OPERATING BUDGET – CROFTON POOL

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD
Revenues	\$ 8,710	\$ 10,450	\$ 1,740	20%	\$ 2,240
Expenses	77,720	71,458	\$ (6,262)	-8%	35,519
TOTAL EXPENSES	\$ (69,010)	\$ (61,008)	\$ 8,002	-12%	\$ (33,279)

OPERATING BUDGET – CEMETERY

	2021 Budget	2022 Budget	\$ Change	% Change	2021 YTD	Supplemental	\$ Change
REVENUES	\$ 129,140	\$ 146,760	\$ 17,620	14%	\$ 138,573	\$ -	\$ 17,620
EXPENSES	162,700	167,248	4,548	3%	144,140	75,000	79,548
NET EXPENSES	\$ (33,560)	\$ (20,488)	\$ 13,072	-39%	\$ (5,567)	\$(75,000)	\$(61,928)



CLIMATE EMERGENCY PRIORITIES

Parks and Recreation

Review environmental practices amongst all department streams (external and internal facing).



PRIORITY 1:

Sanction trails on Mount Prevost / Mount Richards – work with existing trail partners and develop new ones



PRIORITY 2:

Extend integration of environmental baseline messaging / best practices to parks and trails users.



PRIORITY 3:

Start review of electric parks equipment for 2022 small tool implementation.

KEY PERFORMANCE INDICATORS

INDICATOR	2017	2018	2019	2020	2021
Recreational Trail kms (Forest Reserves)	n/a	35km	85km	110km	128.5km
Park Space (hectares)	n/a	n/a	364.03	371.60	378.64
Park Space Maintained (maintained hectares per employee)	n/a	n/a	25.11	25.43	28.8
Cowichan Aquatic Centre – Drop-in visits	237,162	252,985	271,370	63,429	102,995
Swims per resident (based on 80,000)	2.97	3.15	3.39	0.75	1.29
Rental Hours at Fuller Lake Arena	n/a	n/a	1,275	912	1,161